2019/2020

ALFRED DUMA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2019/2020



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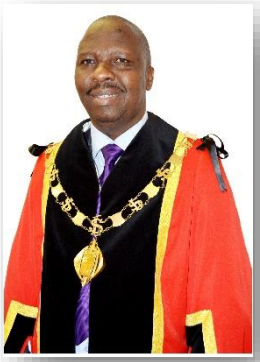
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MAYORAL FOREWORD



Guided by government legislation, the Alfred Duma Municipality is tasked with the mandate to ensure the betterment of the lives of ordinary citizens within its jurisdiction.

Our communities have their priority needs through engagement meetings of the I.D.P ward forum and the representative forum. It is now upon us to ensure that those needs become a reality by utilizing all available limited resources at our disposal. The delivery of efficient, effective and economical services remains our top priority as a developmental local government. As a political head of the municipality, I commit all deployed politicians to grant their political buy-in and support for the delivery of sustainable services.

We all know that the resources are limited to match and eradicate the services backlog particularly in our previously disadvantage communities. However, if we work together to ensure maximum impact with limited resources, we are likely to gain support and confidences of our respective communities.

Ours as deployed cadres is to focus on the delivery of services.

I'm the first to acknowledge that there's been areas where we are unable to immediately attend to due to financial constraints, which amongst others include:

- Economic Development and Business Expansion
- Bulk infrastructure which cannot accommodate growth due to its previous planning

- Inadequate equipment to ensure effective and efficient maintenance and slow delivery of housing
- Recreational facilities development
- Our poor roads infrastructure

These above mentioned remain our challenges we are mindful of and continue to communicate with sector departments for assistance.

Through our partnership with national, provincial governments, as well as the private sector and other relevant stakeholders, we believe that a lot can be achieved in ensuring a better life for our people in advancing the National Development Plan.

In our unity of purpose and efforts we will deliver as expected, as this Council has a proven track record of Service Delivery Success.

I thank you

ALFRED DUMA LOCAL MUNICIPALITY

THE HONOURABLE MAYOR

CLLR M.V MADLALA

MUNICIPAL MANAGERS FOREWORD

WORDS FROM THE MUNICIPAL MANAGER

Alfred Duma Municipality Council and Municipal Management further commits itself to the delivery of quality basic services to community it serves.

Through the IDP process, the municipality will focus on the most important needs of local communities taking into account the resources available and financial affordability.

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms several citizen rights and more specifically, the rights of communities to be involved in local governance.

The principle behind public participation is that all the stakeholders affected by the Council decision or actions have a right to be consulted and contribute to such a decision.

I further wish to confirm that as Council we have consulted all 36 ward-based communities and further engaged with various stakeholders to consolidate and review our IDP.

To strengthen and streamline the municipality and its operations to enable the institution to expand service delivery to the residents the following interventions and actions will be prioritized in the year ahead:

- Addressing irregular, fruitless and wasteful expenditure and improving the audit opinion by the Audit-General and introducing corrective measures towards obtaining a clean audit.
- Promoting financial discipline and management.
- Vigorously instilling a culture of performance within the institution.
- Making the vision and mission of the municipality our motto to provide a strategic thrust for the Municipality's long-term development planning.
- Stabilizing the administration by filling key strategic vacancies.
- Sourcing available national and international funding to augment key service delivery projects and replace aging and poor infrastructure.
- Capacitating the Ward Committee System to enhance effective public participation.

As a Municipality we are obliged to encourage the involvement of communities and community organisations in municipal governance, as the Accounting Officer guided by applicable legislation, I commit that we will advance Service Delivery beyond Expectation.

ALFRED DUMA LOCAL MUNICIPALITY

THE MUNICIPAL MANAGER

MS S.S NGIBA

CHAPTER 1

1. EXECUTIVE SUMMARY

1.1 INTRODUCTION AND BACKGROUND

This document presents the Final Integrated Development Plan for Alfred Duma Local Municipality for 2018-2019 financial year. Chapter five of the Municipal Systems Act (MSA) No. 32 32 of 2000, inter-alia, requires all municipalities to be developmentally-orientated in their planning. This is to ensure that they strive to achieve the objectives of local government as set out in section 152 of the Constitution and give effect to the developmental duties bestowed upon them by the Constitution to

progressively realize the fundamental rights contained in section 24, 25, 27 and 29 of the Constitution.

The Act further prescribes that as part of the developmental agenda mandated to municipalities, each municipality after the start of its elected term, must adopt a single, inclusive and strategic plan for the development of its area of jurisdiction; the Integrated Development Plan (IDP). In terms of the Act, the Integrated Development Plan (IDP) must be developed in a co-operative and participatory manner, taking in to account other strategies and plans of vertical and horizontal departments. The plan must be aligned to resources and capacities of the municipality together with implementation plans. It must be a policy framework through which budgets and strategic decisions can be made from.

Subsequent to the Local Government Election in August 2016, Alfred Duma Municipality as part of its legislative mandate embarked on a process of crafting a new, single five-year development plan which will be annually reviewed in accordance with S34 of the MSA 32 of 2000 to be a principal strategic planning instrument to guide and inform its planning, management and development. This document is the second review of the 5-year Integrated Development.

1.2 DOCUMENT OUTLINE

The document is crafted considering a number of development dynamics and each division is interrogated in length under sections of the document laid out as follows: -

Chapter 1: Executive Summary

This chapter presents the summarized version of the IDP and briefly explains the Alfred Duma municipality, its challenges and presents the developmental strategy for the municipality with its priorities and how such is to be monitored which includes various chapters that are highlighted in the IDP.

Chapter 2: Planning Development Principles and Government Policies and Imperatives

This chapter presents the municipality's developmental informants from National, Provincial, District all the way down to local and how the municipality has aligned to these principles, policies and imperatives.

Chapter 3: Situational Analysis

This chapter presents a rigorous analysis of the status quo of the municipality concentrating on demographical analysis, spatial, environmental, agricultural, disaster management, municipal transformation and institutional development, basic service delivery, socio-economic development, finance and good governance.

Chapter 4: Municipal Vision, Goals and Objectives

Long terms development imperatives by concentrating on the vision, mission, goals, objectives and strategies

Chapter 5: Strategic Mapping

This chapter spatially references the spatial development strategy of the municipality and it concentrates on desired outcome and strategic intervention areas.

Chapter 6: Implementation Plan

This chapter provides a list of projects per department.

Chapter 7: Financial Planning

This chapter presents the financial plan for the municipality.

7.1 FINANCIAL PLANNING

FINANCIAL VIABILITY AND MANAGEMENT FOR ALFRED DUMA MUNICPALITY

7.1.1 FINANCIAL VIABILITY AND MANAGEMENT

The Municipality strives to achieve to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's own revenue sources amd grant funding. The main income drivers of the municipality included property rates revenue and electricity revenue.

Chapter 8: Performance Management System

This chapter reflects an in-depth analysis of Performance Management Systems at Alfred Duma Local Municipality through critical analyses of the monitoring and evaluation tools put in place to ensure the productivity of the organization.

1.3 THE MUNICIPALITY AT A GLANCE

The municipality is a category B municipality and is in the Northern part of KwaZulu Natal. The Alfred Duma municipality is one of the three municipalities in the uThukela District.

The Municipality is strategically located along the N3 corridor which links Durban and Gauteng as well as the N11 which links it with Mpumalanga and Free State Provinces. and as such its long-term vision is to be the first metro municipality in the northern region. It has the highest population numbers compared to other municipalities and it is the most developed and serves as the regional economic hub in the district as most government regional offices and Industrial areas are located within the municipality.

Alfred Duma Municipality spans over an area of 3020 km^2 of which 70% is rural land with limited basic services and infrastructure. ADLM comprises of 36 wards with 29 of those being rural wards and some of them administered by the Traditional Authorities name Inkosi Khumalo in Driefontein Block, Inkosi Shabalala in Matiwane, Inkosi Sithole Mhlumayo, Inkosi Mabaso.

The table below presents summarized statistical data for the municipality: -

TOTAL POPULATION	339777
POPULATION GROWTH RATE	0.52%
AVERAGE HOUSEHOLD SIZE	4
UNEMPLOYMENT	34%
FLUSH TOILET CONNECTED	51.6%
WEEKLY REFUSE REMOVAL	58.1%
ELECTRICITY FOR LIGHTINING	53%

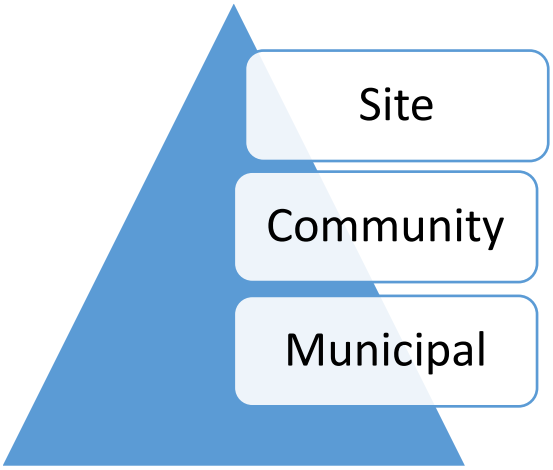
1.3.1

1.3.1. SPATIAL PLANNING

The Alfred Duma Local Municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and The N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas as such, the ADLM is highly accessible at both regional and national level. This isrecognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance.

This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban centres such as Durban and Johannesburg. The ADLM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination.

In terms of Land Use Management System (LUMS) for the Municipality a three (3) tier planning process was adopted where planning is done at a municipal level, community level and a site level.



The IDP and SDF is developed for the municipality which informs council of the areas that require more detailed planning and the type of planning essential for the area. Local Area Plans, Precinct Plans, Regeneration Strategy or Development Strategies are developed for the areas of greatest need. All these plans are used to inform what happens at a site level which is articulated through the proposed Schemes (and existing) and proposed Rural Policy which aims at guiding land development at a site level.

1.3.2 SPATIAL STRUCTURING ELEMENTS OF THE MUNICIPALITY AS CONTAINED IN THE SDF INCLUDE:

- Nodes (Concentration of activities)
- Corridors (Main roads/Arterials)
- Settlement patterns (Formal/Informal/Traditional)
- Restrictive conditions (Environmental/Topographical/Geo-technical)
- Environment /Open space Active/passive
- Urban Edge and
- Mix use Development

The municipality is in the process of reviewing in Spatial Development Strategy so that it will reflect the following:

- The desired 2030 vision, goals and objectives
- Strategic interventions required to meet the desired outputs
- A description of catalyst projects for 2018-2022

1.3.3 THE ENVIRONMENT

The municipality is in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall. This presents the municipality with great opportunity in relation to agriculture.

The issue of contributing towards the green environment is also a priority in the municipality hence the recently constructed waste recycling plant which will be fully function by end of 2019 and at the same time will contribute towards creating jobs in the area especially for rural people. Another project that the municipality will embark on this financial year is planting of trees in and around the town to address the issue of emissions of greenhouse gasses in the atmosphere around Ladysmith.

1.3.4 POPULATION

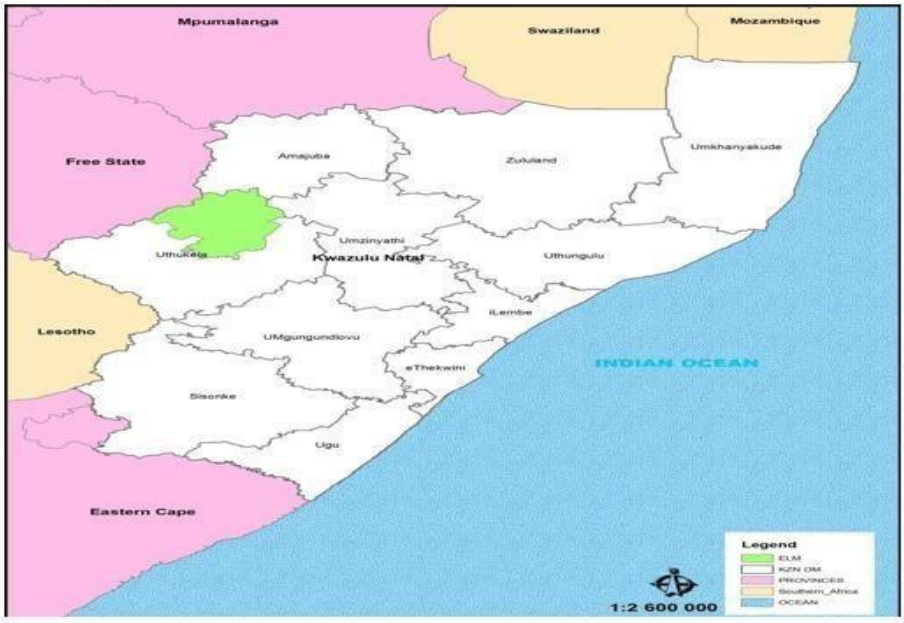
The current population for the **Alfred Duma Local Municipality is 356 276 people as per the 2016 Community Survey by Statistics SA and the Dependency Ratio is sitting at 69.44%.** One of the reasons that has led to decrease in the population is that the youth migrates to other cities like Durban, Pietermaritzburg and Gauteng looking for jobs and tertiary institutions.

1.3.5 MUNICIPAL SOCIO-ECONOMIC SPACE OVERVIEW

1.3.5.1 PROVINCIAL SPACE ECONOMY

Alfred Duma Local spans over an area of 4 010,13km^2 of which 90% is rural land with limited basic services and infrastructure. The municipality is laid on the banks of the UThukela River within the region of Northern KwaZulu Natal. It's boarded by the Greater Drakensberg Mountain to the extreme West. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. To the west of the municipality lies the Free State Province and to the north the Mpumalanga province. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg.

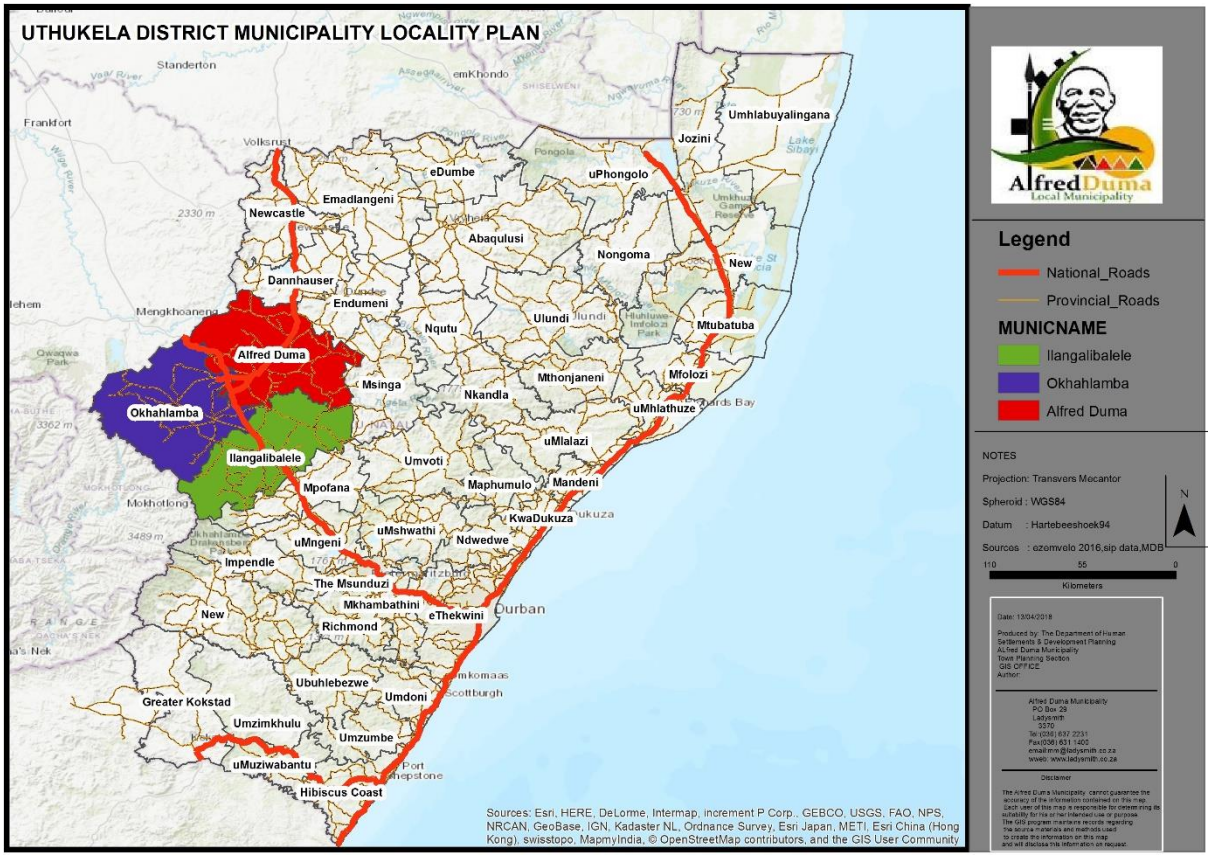
Figure 1: ELM PROVINCIAL OVERVIEW



The Map above highlights the provincial overview of South African provinces.

1.3.5.2. DISTRICT SPACE ECONOMY

The Alfred Duma Local Municipality forms part of the UThukela District Municipality which comprises of other 2 Local Municipalities, namely; Okhahlamba LM and Inkosi Langalibalele Local Municipality which formed by merging Umtshezi and Imbabazane local Municipalities. The municipality currently functions as the main economic hub of the District Municipality with most of the regional offices and industries located in it. In terms of the District Management Area (DMA) of uThukela, the municipality covers approximately 4 010km^2. It is located on the western boundary of KwaZulu Natal.



The map above seeks to illustrate the spatial configuration of the District Municipality. It indicates the 5 local municipalities that make up uThukela District. It also shows the movement infrastructure of the municipality. Dissecting the DMA space economy is the N11 provincial route which adjoins to the N3 National Route on the Northern parts of the municipality. This clearly illustrates the infrastructural strengths of the municipality.

1.3.5.3. LOCAL SPACE ECONOMY

Alfred Duma Local Municipality comprises of 36 wards with 22 of those being rural wards and some of them administered by the Traditional Authorities namely Inkosi Khumalo in Driefontein Block and Inkosi Shabalala in Matiwane, Inkosi Sthole, Inkosi Zwane, Inkosi Mthembu and Inkosi Mabaso Mhlumayo area and Inkosi Nxumalo, Inkosi Kunene, Inkosi Mbhensi and Inkosi Mchunu in the Limehill area. The map represents a range of settlements from urban to municipal service centres agricultural landscapes, industrial and semi-rural residential settlements. The 36 wards within the Municipal jurisdiction will be represented by 73 councillors and the number the Executive Committee was determined after Local Government Elections took take place in August 2016.

Alfred Duma Local Municipality comprises of the following areas

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;
- St Chads;
- Driefontein Complex;
- Matiwaneskop;
- Roosboom;
- Mhlumayo area;
- Limehill area;
- Uitval;
- Tholeni;
- Sahlumbe;

Ladysmith is the main/primary urban area/town in the municipality. The Township was proclaimed in June 1850 and officially named Ladysmith later that year. It is accessed via the N11 that connects the town with the N3 and traverse the town while making its way to the north. The R103 from Colenso and Roosboom in the south intersects the N11 in the southeast. Residential suburbs include Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Residential settlements include Steadville and Leonards Ville, with a border of commercial activity on its westernmost edge closest to the river and the CBD.

Industrial areas include the Danskrall Industrial area to the north-east and further southeast is the industrial area of Nambiti. The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. The remaining settlements are rural in nature except for Colenso and Ezakheni, and another minor township such as Steadville and Ekuvukeni.

1.3.5. LOCATIONAL ATTRIBUTES OF ALFRED DUMA LOCAL MUNICIPALITY

Alfred Duma Local Municipality forms part of the UThukela District Municipality, which is one of the ten district municipalities in KwaZulu-Natal. The UThukela District is located along the western boundary of the KwaZulu-Natal Province (KZN) and adjoins the Kingdom of Lesotho and the Free State

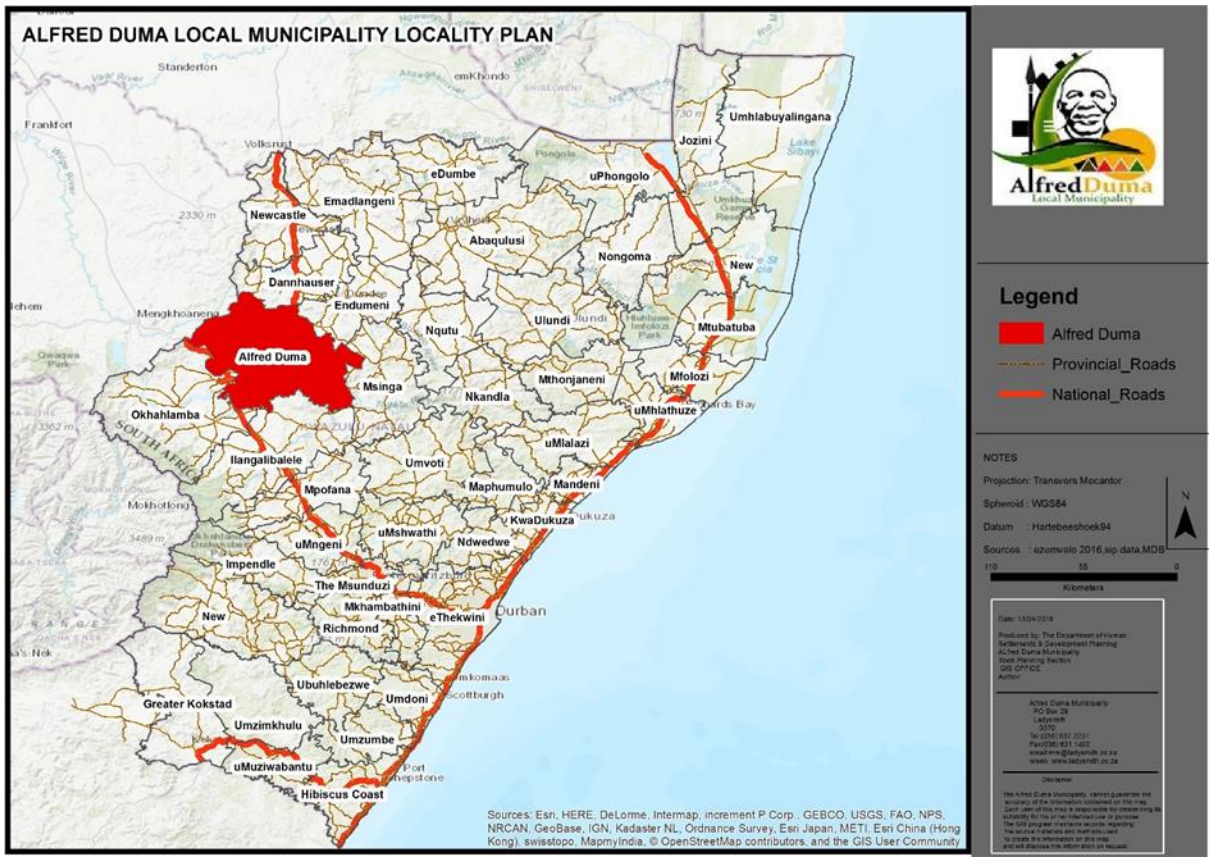
Province. It also forms the northern segment of UThukela District and is bordered by the Free State province to the west, Dannhauser municipality to the north and Endumeni a municipality to the northeast and east, Umtshezi municipality to the southeast and Okhahlamba municipality to the southwest. It covers an area of approximately 4010km^2 in extent and has a population of about 356 276 people as per the 2016 Community Survey. Approximately 20% of the municipality is urban whilst 80% is rural, which presents obstacles in terms of service delivery.

Alfred Duma Local Municipality will be anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal.

The municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also run through the area creating opportunities for the Alfred Duma Local Municipality to benefit from the recently announced rail infrastructure development programme. To realise this, benefit the municipality has established a medium-term project called Intermodal Feeder Port with the aim of resuscitating railway lines in Ladysmith and create economic growth as stipulated in the Provincial Growth Development Strategy.

As such, Alfred Duma Local Municipality is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban centres such as Durban and Johannesburg. Industrial Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.



The map above details the locality plan for the Alfred Duma Local Municipality detailing the provincial and National roads that run through the province.

The municipality is in a region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo Zulu War and the Anglo Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north.

This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km^2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall**.**

1.4 INTEGRATED APPROACH TO THE DEVELOPMENT OF THE ALFRED DUMA LOCAL MUNICIPALITY IDP 2019/2020

The development of the strategic approach for the municipality is guided by the analysis done within the municipal area of jurisdiction noting the impact in the district with the aim of achieving our long-term vision which is informed by the National Development Policy, Provincial Strategic Plan, Provincial Spatial Economic Strategy including the National and Provincial State of Address and other policies. Consultations were done with communities, sector departments, businesses, NGO's and all relevant stakeholders to have a buy in in the drafting process of the IDP and ultimately own the process.

Prior to the approval of the IDP, the following structures meet to discuss it in detail. The Political Change Management Committee Council for now is the structure that is entrusted with the responsibility of IDP approval. Our municipal IDP is then fed to the District IDP to give the holistic view. It is the same IDP that coordinates and link spatial information with non-spatial data in a single and user-friendly presentation.

1.4.1 MEC Comments on the 2019/2020 IDP ALFRED DUMA MUNICIPALITY

1.4.1.1 MUNICIPAL IDP MATTERS AND OBSERVATION

1.4.1.1.1 **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**.

Issues raised by the MEC on IDP 2019-2020

- Reflect target and Goals on the Employment Equity Plan and Work Skills Plan
- Organogram attached to 2018/2019 IDP was inconsistent with management posts
- High vacancy rate

Progress made to address MEC Comments

- Alfred Duma Municipality has included the organogram in the IDP 2019-2020 which was adopted in May 2019 and attached the reviewed ICT Strategy.
- The Employment Equity Plan and target is an attachment of the DIP including the Workplace Skills Plan.

1.4.1.1.2 LOCAL ECONOMIC DEVELOPMENT

Issues raised by the MEC on IDP 2019-2020

- Attach an audit response to address auditor general and provincial treasury concerns

Progress made to address MEC Comments

- The audit response will be attached to this IDP for the year 2019/2020

1.4.1.1.3 BASIC SERVICE DELIVERY

Issues raised by the MEC on IDP 2019-2020

- Integrated waste management program and strategic environmental assessment tools are to be attached in the 2019/2020 IDP.
- Housing sector plan to be attached

Progress made to address MEC Comments

- Housing Sector Plan attached and adopted by Council in November 2017.
- Integrated Waste Management Plan also reviewed by Council and is attached.
- Integrated waste management plan attached

1.4.1.1.4 FINANCILA VIABILITY AND MANAGEMENT

Issues raised by the MEC on IDP 2019-2020

- The municipality did not include an asset renewal plan.

Progress made to address MEC Comments

1.4.1.1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Issues raised by the MEC on IDP 2019-2020

- Good governance swat analysis should be included in the good governance section of the IDP

Progress made to address MEC Comments

- SWOT Analysis done

1.4.1.1.6 CROSS CUTTING INTERVENTIONS

Issues raised by the MEC on IDP 2019-2020

- Integrated waste management program and strategic environmental assessment tools are to be attached in the 2019/2020 IDP.

Progress made to address MEC Comments

- The municipality is advised to compile and publish a public notice in terms of section 25(4) of the MSA announcing that the IDP has been reviewed and adopted. This notice is required by auditors as they undertake the annual municipal audit process
- Your district family reminded to finalize the review and subsequent implementation of the district growth and development plan

1.4.1.2 OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION

In addition to the comments that have been made above, below are the points that must be adhered to regarding developments, intricacies and challenges that face Municipalities in the arena of development and planning, I particularly note the following:

1.4.1.2.4 **PROCESS PLAN**

Time frames	Process of IDP	Output	Budget	OPMS
Aug 18	• Draft and adopt IDP/SDF Process Plan	1. Draft IDP/SDF Process plan adopted by Council and submitted to MEC for comments	2. IDP/Budget Schedule Adopted by Council	3. Signing of 2019/2020 Performance agreements for Alfred Duma Municipality and submission to COGTA 4. Adoption of the 4th Quarter Service Delivery Implementatio

				n Plan (SDBIP) by Council 5. Submission of the 2019/2020 Final Annual Performance Reports (APR) to Auditor General (AG) on the 31st August 2019 6.
Sept/Oct 18	• Review and align Municipal Vision (What does the municipality	• Budget estimates (All income source, MTEF & Implementing	Next 3 years capital projects are identified for inclusion in IDP consultation	• Obtaining the Mayors signature on the Alfred Duma Local Municipality's

	want to achieve?)	agents & Council) • Submit Budgetary time schedule	Available funding is identified using budget guidelines including capital projects & tariff impact •	Service Delivery Budget Implementation Plan (SDBIP) •
Oct 18	• Engage with Service Providers Re. MTEF's • Align Vision, Objectives and Strategies			

	• 5-year plan capital projects • Identification / prioritisation per municipality			
Nov 18	• RF Meeting- Vision, Objectives, Strategies and Projects • Services Providers	• Identification of projects with targets and location • Departments submit draft Capital budgets	• Draft Budget Allocations • Review Budget Plans &	•

	finalise their MTEF's		National Policies •	
Nov 18	• Finalise MTEF Projects from SP's • Finalise project list • RF Meetings-Projects	• Review budget estimates • 3-year financial plan • Integrated programs for LED, environmental issues and land use	•	•
Nov 18	• uThukela Alignment session under	• Municipal representatives from uThukela	•	•

	the auspices of Cogta	municipal family • Sector Departments		
Dec 18	• Prepare business plans for projects		Revenue Projections	
Jan 19	• Needs Identification through public meetings	• Departments submit Draft Operational budgets	• Proposed Budget •	• Oversight Report and Annual Report presented to Ward Committee's

				and other stakeholders
Feb 19	• Needs Identification through public participation • Table the First Draft IDP • Strategic meeting with councillors on IDP	• Finance Submit First Draft budget to MM • Present budget to EXCO	• Proposed Budget considered by Management •	• Draft SDBIP 2019/2020 • Amendment of IDP/PDO'S and Budget 2019/2020 • Advertise Amended IDP 2019/2020
March 19	• IDP /SDF Approval by EXCO	• MM Table the Draft Budget and Draft IDP to Council and refer to the	•	•

		public for public comments		
March 28	• Submission of draft 2019 – 2020 IDP/SDF	Draft IDP/SDF approved by Council then submitted to Cogta for assessment	Draft budget tabled to Council	Draft SDBIP adopted by Council
March 25-28	• Draft IDP/SDF assessment week			
March 29	• Draft IDP/SDF assessment Feedback session			

April 19	• Public Consultation on the Approved IDP/SDF Framework and Budget	•	• Second Community consultation is undertaken, and submissions considered & revision made if necessary •	•
May 19	• Review of Sector Plans	• Consider feedback from community	• Final Workshop with Councilors	• Final SDBIP Adopted by Council and submitted to

		and Provincial and National • Mayoral Response	on the 2019/2020 Budget • Council adopts Budget, plans and amended policies •	COGTA thereafter advertise for the public
June 19	• Submission of Final IDP/SDF 2019-2020	Council adopts Final IDP/SDF 2019-2020	Adoption of Budget/SDBIP by Council	Submission of Final SDBIP to Cogta
July 19	• Submit the IDP to the MEC	Acknowledgement letter received from MEC with regards to submission of IDP/SDF		

Role Player	Roles and Responsibilities
Council	❖ Adoption of an IDP/SDF Adoption of a Process Plan. ❖ Annually Review IDP/SDF ❖ Amend IDP under changing circumstances.
EXCO	❖ General management of the drafting of the IDP/SDF. ❖ Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees. ❖ Recommend the IDP/SDF draft plan to the Council for adoption.
Councillors	Linking the IDP/SDF process with their constituencies. Organising the public participation.
Portfolio Committees	To make recommendation to EXCO.
Municipal Manager	❖ Decide on planning process; ❖ Develop and compile a draft IDP/SDF ❖ Monitor the process of IDP/SDF Review; ❖ Overall Management and co-ordination; ❖ Provide the necessary resources for the compilation and implementation of the IDP/SDF. ❖ Ensure that the Budget and SDBIP is informed by the approved IDP. ❖ Submit a draft IDP to the EXCO.
Municipal HoD's	❖ Provide technical/ sector expertise. ❖ Prepare and review selected Sector Plans. Prepare draft progress reports and proposals.

IDP Manager	Day-to-day management of the process.
IDP Steering Committee	❖ Assist and support the Municipal Manager/IDP Manager and Representative Forum. ❖ Information "GAP" identification. ❖ Oversee the alignment of the planning process internally with those of the local municipality areas.

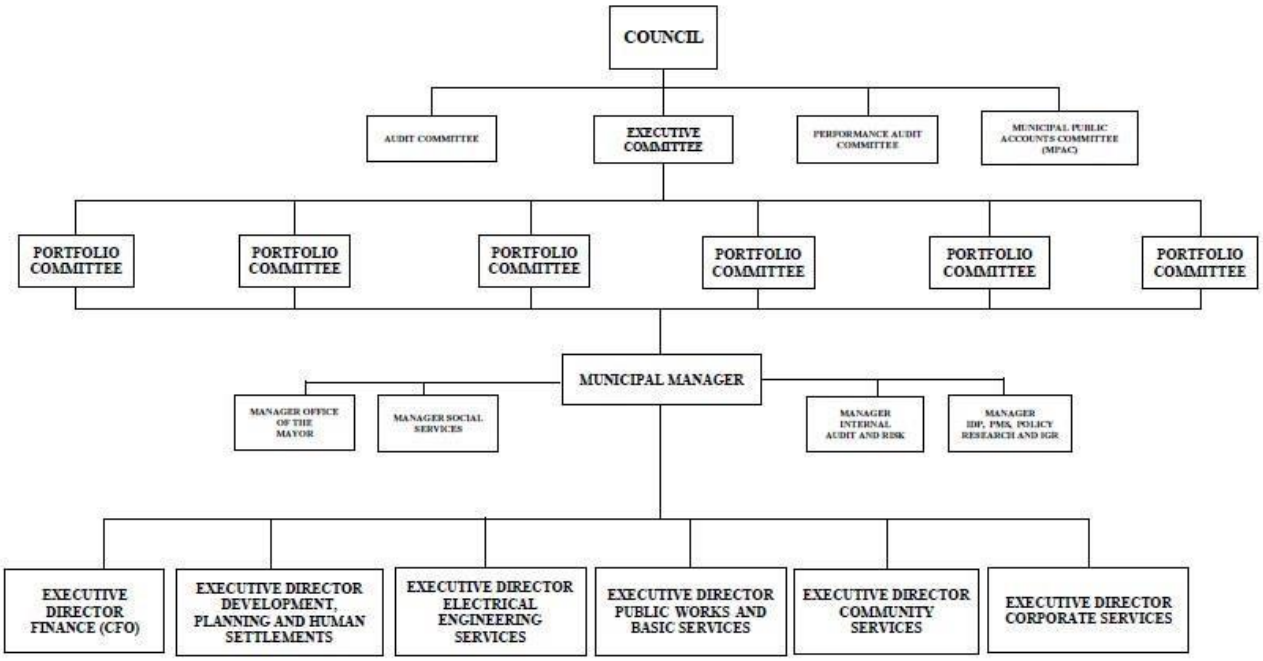
The Alfred Duma Local Municipality prepared a Process Plan which was adopted by Council as per Section 28 (1) of the Municipal Systems Act (2000) to ensure alignment of the IDP, Performance Management Systems (PMS) and the budget. Further to that the Process Plan was endorsed by the Alfred Duma Local Municipal Council

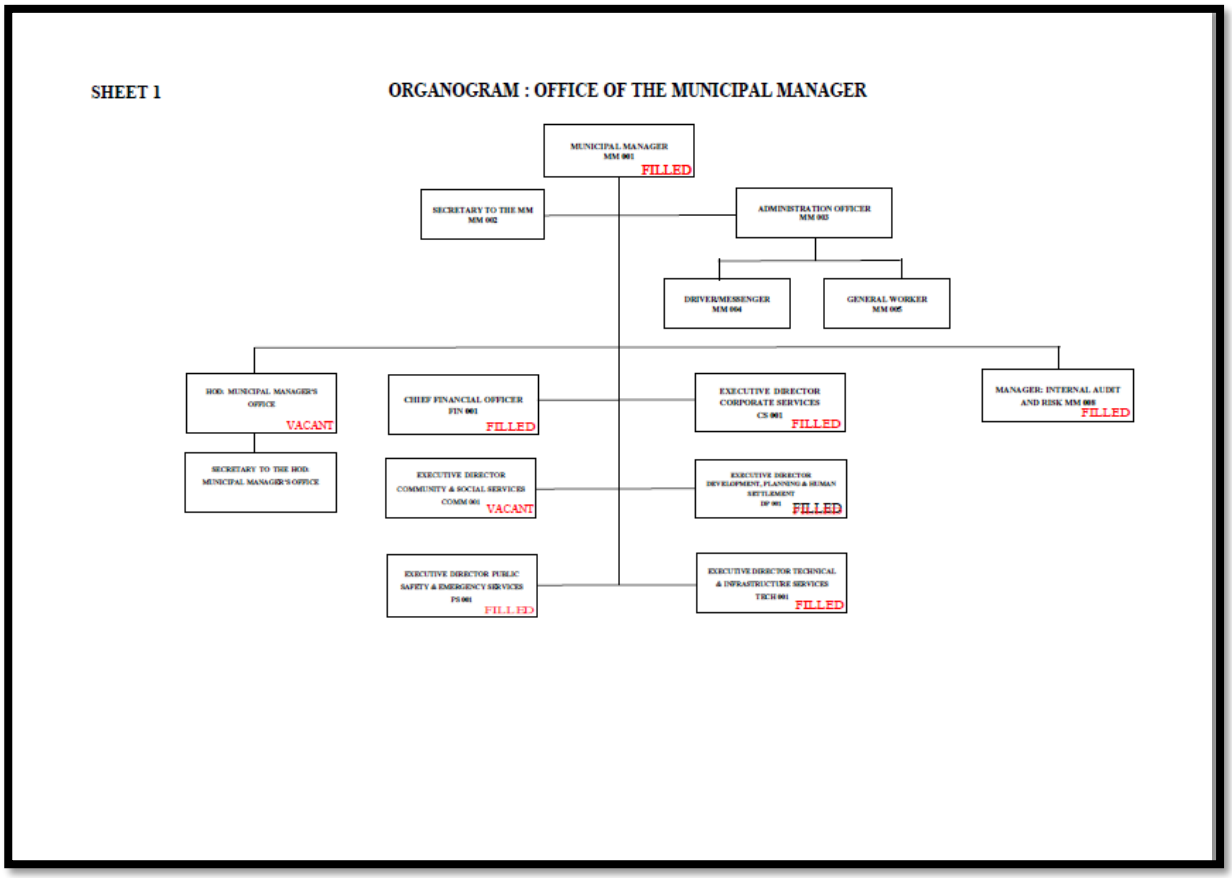
Table below outlines roles and responsibilities of who is involved in the IDP review, what is each stakeholder's role including what needs to be done and by when.

1.5 Institutional Arrangement

The ADLM consist of the following Departments which ensures the delivery of services and oversight of municipal affairs: the Office of the Municipal Manager, Department of Finance, Department Development Planning and Human Settlements, Department Community Services, Department Corporate Services, Department Engineering Services, Department of Electrical Engineering and worth noting is that all the section 56/57 Executive Directors are filled except for the Executive Director for Electrical Services where there's an acting person and the position will be filled by no later than end of July 2017. In terms of the vacancy rate within the municipality it is 33.3% and for the last financial year 105 post were budgeted for, 35 post were filled only 70 posts were not filled.

COUNCIL AND MANAGEMENT STRUCTURE
KZN 238 MUNICIPALITY





1.8. Alfred Duma Local Municipality: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

STRENGTHS	WEAKNESSES
Good Infrastructure and Road Networks (road & rail & airport, the N11, N3 & Aerodrome) Proactive municipal structure and administration Diverse and broad economy Abundance of undeveloped land Strong political alignment which creates a conducive environment for functionality and service delivery. Good customer relations with all sectors of our society Skilled and experienced staff compliments that are able to provide administrative and technical leadership to enable effective decision making to politicians.	Weak & poor co-operation & communication between local municipality and district municipality and between municipal internal sector departments Poor implementation of the investment strategy and business retention. Inefficient communication between business society and the municipality. Poor revenue collection High number of poor and indigent communities Poor staff retention strategy Lack of upwards mobility plans and strategies. In consistent job evaluation

	Poor communication and understanding of roles and responsibilities between councillors and officials. Poor grant funding
OPPORTUNITIES	**THREATS**

Strategically located between Johannesburg & Durban economic hubs Branded city “The home of Ladysmith Black Mambazo” Number of tertiary educational facilities The proposed Regional Mall along Helpmekaar Road; Extension 15 Development The location of the Big 5 Game Reserves and tourism facilities & sites.	Aging infrastructural services High rates and property taxes. Poor disaster management plans and strategies Migration of skilled and competent labour High levels of political interference in administrative processes and procedures Poor intergovernmental relations High crime rates and high levels of poverty. Unequal service delivery that is more urban bias at the negligent of rural communities. HIV/AIDS represents a serious economic threat. Increase in the scope of wards which are deeper rural and less developed

1.6 Key Challenges of Alfred Duma Local Municipality

- The areas contained within the municipality are mostly rural and job opportunities appear to be a challenge, this is due to the
- High number of indigent consumers due to the geography of the area that in which most of the surrounding areas within the Alfred Duma Municipality is rural therefore there are large amounts of indigent consumers.
- Vacancy rate also contributes to municipal challenges as well as budgetary constraints
- Poor collection rate due to
- Lack of resources for installation of strategic infrastructure to be able to implement municipal catalytic project.
- The lack of cemeteries is also a large contributing challenge to the Alfred Duma Local Municipality. The municipality constructed a cemetery to service the whole of Ezakheni and its surroundings areas called the Ezakheni E Cemetery. None of these were formally planned and have now reached their capacity. Ndomba Cemetery in Steadville was also opened to provide burial space to the surrounding community. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom.

Challenges with housing schemes including the following:

1. Original owners of most houses cannot be located (Missing beneficiaries),
2. Most of the original occupants are deceased (Deceased Estates),
3. Houses have been sold to other persons (Illegal Sale of Properties),
4. Encroachments,
5. Finalization of missing beneficiary policy to assist persons living in house but not the owners,
6. There is no proper waste treatment facility in the municipal area.

1.7 Strategies to address Municipal Key Challenges

- To address the above-mentioned challenges the municipality has developed a New Local Development Strategy which will be adopted by Council in July 2018.
- The LED Strategy consists of plans on how to grow the economy which will mitigate on the issue of unemployment and high number of indigent consumers.
- Alfred Duma Local Municipality has also adopted an Informal Trading Policy which was approved by Council in June 2017. To address the issue of unemployment.
- In relation to the challenges around implementation of Catalytic Projects the municipality has appointed a panel of service providers to assist in sourcing of funds and engaged the uThukela District Municipality to align with the Uthukela Growth and Development Plan.
- To address the cemetery challenges the municipality has undertaken studies to identify appropriate land to develop a regional burial facility. The municipality has prioritized this area for formalization and servicing.
- The Alfred Duma Local Municipality integrated housing sector plan is in aid of addressing the challenges related to housing schemes in the Alfred Duma area.
- The municipality has over the years closed many small illegally operating landfill sites to comply with the standards of the Department of Water Affairs and Forestry.

1.8 VISION

Considering the human and financial capabilities of the municipality the council envisions that:

By 2030 Alfred Duma Local Municipality will be Kwa-Zulu Natal most prosperous city where all residents enjoy high quality of life.

The vision commits the municipality to championing economic development within the key sectors that characterises Ladysmith. It also entrusts the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

1.8.1 ELEMENTS OF THE VISION

The Alfred Duma Local Municipality vision encompasses the following five dimensions of development in which we strive at:

1. **Economic**: a broad, diverse and inclusive economy that grows at least at a 3% growth rate per annum to create conducive conditions for employment opportunities.
2. **Social**: social harmony and inclusiveness, poverty alleviation and equity
3. **Service Delivery**: an excellent service delivery for all residents
4. **Social Cohesion**: unity and strength and good social relations
5. **Environmental Sustainability and Diversity**: development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adept and survive all conditions imposed upon it.

1.9 MISSION

The Mission Statement defines the fundamental purpose of the municipality and is as follows:

- Providing Basic Services in an affordable and sustainable manner;
- Promoting social upliftment and economic regeneration;
- Promoting a safe and healthy environment;
- Promoting public participation in the manner that supports Co-operative / Developmental Government;
- Building and entrenching Citizen Involvement.

In addition to that, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and targets aligned to the local government strategic agenda. Moreover, to this, the framework should be in line with the Performance

Management System of the municipality to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary.

Therefore, the municipality has set the following strategic objectives and goals for the next 5 years:

1.10 MUNICIPAL STRATEGIC GOALS

1.10.1 GOAL NUMBER ONE: CREATING A CONDUCIVE

ENVIRONMENT FOR ECONOMIC GROWTH

- To ensure enhancement of appropriate and sustainable LED
- To contribute towards the development of Tourism Sector
- To contribute towards the development of the Agricultural Sector
- To promote the participation of Woman, Youth and the Disabled in LED projects and activities
- To promote SMME Development
- City Regeneration

1.10.2 GOAL NUMBER TWO: PROMOTE FINANCIAL STABILITY

- Improve financial viability of municipality
- To enhance effective and efficient SCM process and procedures
- Improve budget implementation in the municipality

1.10.3 GOAL NUMBER THREE: PROMOTE SPATIAL DEVELOPMENT (CROSS CUTTING)

- To improve response to disasters
- To promote the sustainability and protection of the municipality
- Improve strategic and spatial planning in the municipality

1.10.4 GOAL NUMBER FOUR: IMPROVE ON GOVERNANCE AND ACCOUTABILITY

- To improve municipal inter-departmental and external (including IGR) communication
- Alleviate fraud and corruption in the organisation
- Improve effectiveness of public participation in the municipality
- Improve municipal efficiencies and operations
- Increase social development in municipal area

1.10.5 GOAL NUMBER FIVE: ENHANCE INFRASTRUCTURE DEVELOPMENT AND MANTAINANCE

- To improve access to infrastructure
- Improve access to electricity
- Improve the provision and maintenance of municipal roads and sidewalks
- Enhance access to and provision of social and community services

1.10.6 GOAL NUMBER SIX: MUNICPAL TRANSFOMATION AND INSTITUTIONAL DEVELOPMENT

- To ensure that the Municipality has well skilled, competent, reliable and motivated employees and Councillors
- To improve institutional and organisational capacity
- Improve municipal performance through PMS implementation
- Strengthen public participation through municipal hotline
- To ensure that ward committees are capacitated to improve accountability of the municipality to communities

1.11 ACCELERATION OF SUSTAINABLE HUMAN SETTLEMENT

To plan and support the acceleration of sustainable human settlements at appropriate locations and include the following:

- ✓ Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable,
- ✓ Access to basic services (water, sanitation, refuse removal and electricity), Security of tenure irrespective of ownership or rental, formal or informal structures,
- ✓ Access to social services and economic opportunity within reasonable distance.

1.12 SPATIAL TRANSLATION OF THE MUNICIPAL VISION

The Alfred Duma Local Municipal SDF is based on a detailed analysis of the spatial development trends and patterns within the region and the municipality. It also taken into ac

counts the national and provincial spatial planning imperatives and seeks to contribute to spatial transformation within the municipality. It acknowledges that the area to the east of Ladysmith Town, particularly Ezakheni and St Chad's areas are at the receiving end of the urbanisation processes taking place within the Municipality. The same is happening to a lesser extent in the dense rural settlements located mainly to the north and west of Ladysmith Town. This includes the Driefontein Complex, Matiwane, Nkunzi, etc.

The SDF discourages the continued outward expansion of these settlements and recommends containment of urban and settlement expansion. As such, it advocates for a densification, compaction and transformation of rural and urban settlements into sustainable human settlements and development of Ladysmith as a regional service, administrative and commercial hub.

It seeks to achieve this through several strategic initiatives, particularly the following:

- Establishing and developing a system of development corridors operating at different levels but connecting local areas with the centre and integrating the Alfred Duma into the regional and provincial economy.
- A system of development nodes providing services and access to facilities at different scales with Ladysmith being a regional node.
- Focusing development in strategically located areas to unblock the economic opportunities and facilitate spatial integration
- Focusing equally on both rural and urban development to manage rural-urban linkages and promote rural development.
- Promoting a continuum of settlements ranging dense urban to scattered sparsely populated rural settlements.

The achievement of the targets set is measured by specific smart indicators which represent the productivity in the targeted national key area, the project-based service delivery projects are measured with the completion date that is set on the service provider service level agreements. The remaining national key performance are measured with and numeral percentage accounting to the set target. Key Performance Indicators and Strategic goals are informed by the Municipal Goals as alluded above and are then translated to a Municipal SDBIP which is attached and reflects targets which are monitored and reported quarterly. This then culminated to an Annual Report which is also attached to the IDP.

CHAPTER 2: PLANNING, DEVELOPMENT, PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES

2.1. INTER-GOVERNMENTAL RELATIONS FRAMEWORK

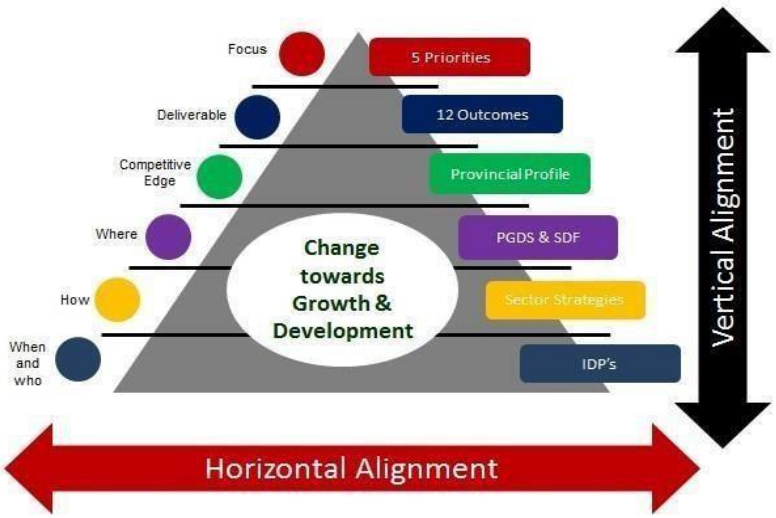
Chapter three of the Constitution introduced the concept of Cooperative government which is a mechanism to ensure that planning undertaken by the three various spheres of government is aligned, complimentary and supportive of each other. This framework was further enacted by the Intergovernmental Relations Framework Act which further reiterated the notion of cooperative governance. The Act instituted in places structures and bodies to effect to cooperative government. It is for these fundamental reasons and more that Alfred Duma IDP is crafted within a broad set of National, Provincial and District plans and strategies. The aim is to essentially give effect or alive to other spheres of government plans and strategies.

2.2. POLICY CONTEXT

Government departments and institutions of Government have been required to focus their planning drawing from a number of inter-related policy documents. Of significance to this document is the Five (5) National and Six (6) Provincial Priorities, the Twelve (14) National Outcomes, the New Growth Path the National Planning Commissions Diagnostic Report and at the global level the Sustainable Development Goals (SDGs), and the State of the Nation's Address and Cabinet Legotlas. This policy context serves to highlight the key threads of the different yet related policy frameworks and Governments Priorities. Their relevance lies in their developmental principles that any growth and development strategy will need to subscribe to in order to address the constraints and so harness the provincial strengths to bring about growth and development that will benefit all the people of KZN.

The Alfred Duma Local Municipality has considered the National Spatial Development

Perspective (NSDP), the current Provincial Growth & Development Strategy (PGDS), the Spatial Development Framework (SDF) and the District Growth and Development Plan (DGDP) to ensure that there is alignment between all the planning and policy directives/imperatives and to ensure its IDP Sector Plans are aligned and integrated. The schematic diagram below demonstrates the vertical and horizontal alignment processes considered and followed in the formulation of the Alfred Duma IDP.



As illustrated at the top level sits the 5 priorities and 14 National Outcomes, following that is the PGDS & SDF and now the DGDP which is currently under review and thereafter the sector plans and our IDP.

The bearing Implications of the PSDP to Alfred Duma are that investment and economic growth should and will be focused in areas of economic potential and that being the Ladysmith CBD and its urban surroundings. Rural areas such as those of Mcitsheni, Nkunzi, Jonono, Matiwane and so forth will be provided with rudimentary basic services.

Secondly, future investment and settlement planning is planned along nodes and corridors, this initiative is specifically underway through the proposed restructuring zone demarcated along the Helpemekar Corridor, where social housing will be established as one of the rental housing provisions of the municipality in partnership with the Provincial Department of Human Settlement.

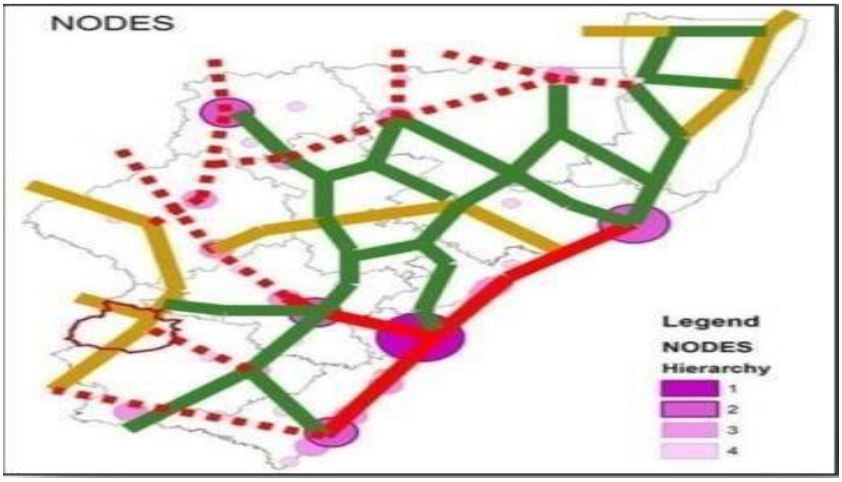
Thirdly, the municipality's investment in areas that were previously excluded is on people as opposed to localities. This initiative is marked by skills and training development plans in both rural areas and townships.

2.3. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

PSEDS Indicators: Corridors

The municipality is traversed by provincial route, the (N3) and a district road, the (N11) both these routes have significance on the proposed provincial growth and development corridors. On one hand it can be argued that the road networks act as social and agriculture network linkages to surrounding areas of opportunity, hence such roads act as pro-poor corridors. Further to that the municipality lies on the

presidential proclaimed rail way corridor that runs between Johannesburg and Durban. This corridor is anticipated to have major regional significance in terms of the movement of goods.



Source: KZN PSEDS 2006

The PSEDS also identifies Alfred Duma Local Municipality to lie along an existing Economic Corridor which is surrounded by a Tourism Corridor to the North (Okhahlamba) and an Agricultural Corridor to the South (Umtshezi and Imbabazane LMs).

2.4. THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities. The recommendations are outlined below. Provincial Spatial Development Framework implications for the Municipality. The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2017. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

Against this background, the 2017 Reviewed KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality and promote environmental sustainability. To realise the vision of "*KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World*", the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2035.

Alfred Duma Local Municipality reconfirms its commitment to the five Key National Priorities namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth
- Rural Development, land reform and food security
- Improved quality of basic education
- A long healthy life for all South Africans and
- Fighting crime and corruptions

2.5. THE 2018 STATE OF NATION ADDRESS AS WELL AS THE STATE OF THE PROVINCIAL ADDRESS IDENTIFIED THE FOLLOWING PRIORITIES WHICH REMAIN THE FOUNDATION OF OUR NDP AND PGDP:

2.5.1. Summary of SONA 2018

2.5.1.1. Transformation

Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.

Use competition policy to open markets to new black entrants.

Invest in the development of township and rural enterprises.

2.5.1.2. Infrastructure

Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance.

Mining

Intensify engagements will all stakeholders on the Mining Charter.

Finalize the MPRDA Amendment Bill by end of first quarter this year.

Stakeholder engagement to deal with mining fatalities.

2.5.1.3. Small business, co-ops, township enterprises

Honour 30% of procurement allocation to these enterprises.

Invest in SME incubation.

Welcome SME Fund initiative by corporate sector.

2.5.1.4 Land and agriculture

Accelerate our land redistribution programme AND make more land available.

Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. THERE WILL BE A PROCESS OF CONSULTATION ON MODALITIES

2.5.1.5 Fourth industrial revolution

Digital Industrial revolution commission to be established.

Allocation of spectrum to reduce barriers to entry.

2.5.1.6. National Minimum Wage

Introduce NMW by May 1 benefiting more than 6 million South Africans.

2.5.1.7. Health and NHI

Scale up our testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.

The NHI Bill is now ready to be processed through government and will be submitted to Parliament in the next few weeks.

2.5.1.8. Education

This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.

All public schools have begun offering an African language.

First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.

2.5.1.9. Social Grants

Urgently take decisive steps to comply with all directions of the Constitutional Court.

Take action to ensure no person in government is undermining implementation deadlines set by the court.

2.5.1.10. Social Sector/Civil Society

Convene a Social Sector Summit during the course of this year to recognise the critical role they play in society.

2.5.1.11. State/governance

Review the funding models of SOEs and other measures.

Change the way that boards are appointed.

Remove board members from any role in procurement.

2.5.1.12. Corruption/state capture

The commission of inquiry into state capture to commence its work shortly.

The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption.

Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically.

Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilized and able to perform its mandate unhindered.

Appoint a Commission of Inquiry into Tax Administration and Governance of SARS.

Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.

The municipality has further strengthened its alignment with the 14 outcomes expressed in the Medium-Term Strategic Framework and we will continue to strengthen twinning arrangements with Europe Liverpool in particular and Hartisburg in the United States of America to boost the participation of communities in tourism and economic opportunities.

The table below seeks to illustrate the municipal interventions in aligning the PGDS and the DGDP ensure shared growth and the protection of vulnerable bio-resources.

STRATEGIC GOALS & OBJECTIVES OF THE PGDS/DGDP		
ELM PROGRAMMES AND ACTION PLANS AND INTERVENTIONS		
PGDS STRATEGIC GOALS	**DGDP STRATEGIC OBJECTIVES**	**ADLM STRATEGICI INTERVENTIONS IN ORDER TO ALIGN TO PGDS/DGDP**
Creating Conducive Environment for Economic Growth	Promote Agriculture & Rural Development	ADLM is supporting the development of the agricultural sector by releasing land and disposing it to Cooperative & SMMES who are engaged in the agricultural sector. We are also assisting small and emerging farmers by providing them with material and hard infrastructure (electricity & water) for a period of three years in order to help them establish in the agricultural sector. In addition, the municipality assist communities by ploughing for cooperatives, bailing from emerging stock farmers as well as rehabilitation of Dipping tanks We do marketing for agricultural produce from SMMES and also we train agricultural farmers through CEDARA programs, convert unproductive land acquired through the restitution programme into formal commercial farming We have received funding from Cogta to establish a regional convert unproductive land acquired through the restitution programme into formal commercial

		farming. An agri-processing hub has been established in our municipal area in order to promote SMME's. The hub is currently operational and the municipality is also considering informal traders to also benefit in this process as well as commercial farmers
	Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing	ADLM has a Business and Expansion Programme/Committee which sits monthly led by the Office of the Mayor and it targets three businesses per month to discuss those businesses challenges and opportunities which need interventions. Departments are then called to intervene where necessary and applicable. In addition, the municipality has developed an Investment and marketing strategy to assist in the promotion of the town and draw investment. We are also in the process of developing one business sector to strengthen trade and investment.
	Increase Job creation in Key Sectors	ADLM has an initiative that links infrastructural projects to job creation as well as the Agri-processing hub where job creation is created through packaging of processed products.
	Create developed and expanded business sector comprising of the full spectrum of large, medium, small, micro informal businesses, Spearhead	ADLM has a programme for SMMES in that registered SMMES are provided with incubators that links them to training institutions that offer them basic business management skills. We also do referrals for SMMES, linking them to the relevant departments and organs of state and funders that can offer them support.

	Knowledge Development in the District.	
	Promoting SM Entrepreneurial & Youth Development, and Enhance the knowledge Economy.	ADLM has ICT Hubs run by SMMES and Co-operatives in Colenso and Ezakheni. These Hubs provide ICT services to the community and they also offer training and skills development to computer illiterate people.
Human Resource Development	Strengthen Human Resource Capacity	The LED Section in conjunction with Infrastructure Services Department within the provides infrastructural support towards early childhood development by constructing and upgrading crèches ELM has initiated discussion with TVET on how the curriculum can speak to skills development that aligns to economic growth. In addition, discussions are being held with UKZN to establish a satellite campus ADLM has a programme of helping to develop emerging contractors into the relevant sectors of the economy. Currently the program is for construction industry however intentions are underway to assist other sectors. In addition, the municipality has partnered with Eskom to identify SMME's that will participate in the annual program developed in order to equip SMME's with implementing construction work from Eskom. The program has been running for three years.

	Create Enabling Environment for Economic Development	
	Enhance Youth Skills Development & Lifelong Learning	ADLM has a programme of employing youth graduates with no experience into various relevant departments in order for them to gain relevant experience. The municipality also provides bursaries for registration of the youth in Tertiary institutions in order to promote lifelong learning.
Human Community Development	- Increase Access to basic services -Enhancing health of communities and citizens -Enhance sustainable household food security -Sustainable Human Settlements; -Safety and security -Social Capital	The municipality supplies SMMES produce to Operation Sukuma Sakhe to give need families/beneficiaries as one of the poverty alleviation strategies. Currently We have established War-Rooms in all our 27 wards and only 3 wards not functioning. The Department of Social development is also on board and has assisted with vouchers to three most impoverished wards in the municipality. The municipality has a dedicated HIV/AIDS section that works closely with the department of Health in promoting health awareness programs in communities. Further to that a report is sent to the department in terms of health facility request that are received from IDP consultation meetings and these are also discussed on the IDP representative forum meetings. Currently the municipality is exploring selling processed products to SMME's that are providing food in schools.

		Households, community gardens are assisted with seedlings and also tilling of the land by municipal tractors. ADLM has identified 17 housing projects to be implemented in a space of five years. The projects are in rural areas, Greenfields and in addition three portions of land were purchased to undertake the 2010 storm damage. One mixed use development project located in Dunlop and will address housing needs for low cost, gap housing and community residential units. The overall aim of the municipality is not just to provide decent housing but to create housing opportunities for the community of Ladysmith. The municipality is part of the Security Cluster that coordinates all stakeholders in the District in relation to Safety and Security matters
Strategic Infrastructure	-Development of Airports -Development of Road & Rail Networks; Development Development of ICT Infrastructure -Improve Water Resource Management; and Supply	ADLM has plans to develop the Aerodrome to be a Regional Airport working together with private sector. As the ELM is strategically located between Durban and Gauteng as well linked to Mpumalanga Province through N11 the establishment of such an airport will serve a massive draw card for KZN's tourism economy as well as boost the much-needed job market not only in Ladysmith but the entire Region. The project is still at the land negotiation stage and License transferring stage. ADLM has initiated a private-public partnership to develop the Logistics hub to integrate the of road and

	-Improve Energy production and supply	rail networks thereby enabling the municipality to tap into the economic opportunities of Dube Trade Port Industrial Development Zone and other Primary Economic Corridors. This is project also ties in with Presidential infrastructural projects of having a railway corridor from Durban-Johannesburg. However, attempts for this project is stifled by the Provincial identification of other areas for this type of facility and the municipality has however received grant funding from Cogta to support the project. The municipality recently completed the upgrading of Helpmekaar Road which serves as a connection junction of traffic coming from N11 Newcastle, the Zakheni Township as well as allowing access to town. This was done to decrease traffic on this junction but will also serve as a route for transportation for goods from industries in particular Dunlop Factory which is currently expanding its factory and will export their product to Africa and the rest of the world. ADLM has established digital hubs at Ezakheni and Colenso where communities around these areas can access internet. ADLM provides solar energy geysers to low cost houses as an alternative energy source. We have also teamed up with a company called Proteas Energy to produce alternative energy to two

		communities of Pep-Worth and Plaatberg who use renewal ... to generate electricity. This project will benefit the communities of both these areas by allowing them to own shares in the company and provide electricity simultaneously. The profit derived by the community will be divided into two Trusts; the Education Trust which will assist in youth skill acquisition and the second one, will assist in basic community infrastructural needs.
Environmental Sustainability	Advance Alternative Energy Generation and reduce reliance on Fossil Fuels	In the past the municipality has been providing Eco-Friendly Gel for fuel purposes to rural communities without electricity as well as solar geysers to low cost housing' Currently the municipality has outsourced the services of Ukukhanya Energy Services to supply non-grid panels for electrification to rural communities. The municipality has also developed a program to electrify areas outside the municipal area of jurisdiction where Eskom is the energy provider by electrifying such communities through Schedule 5b program. ADLM reviewed its Disaster Management plan in June 2015 which clearly outlines how the municipality will deal with disaster And in terms of ensuring compliance with these plans, ADLM has by-laws that guide the environment. These Bylaws sets aside penalties for law contravenes towards the environment. In addition to above, we have programmes and projects listed out in ADLM Greenest Municipality

		Document that offers a breakdown of how we are promoting the sustainable environment.
Governance and Policy	-Strengthen Policy, Strategy Co-ordination & IGR, Building Government capacity -Eradicate Fraud & Corruption; -Promote Participation	The municipality established an IGR unit in 2014 in order to strengthen. Government co-ordination in the district and province. Since Alfred Duma is a new municipality established during the Demarcation processes of 2015, it has embarked on a number of workshops with councillors so as to build their capacity on policy and government issues The municipality has adopted a Fraud and Corruption policy in 2016.
Spatial Equity	Actively Promoting Spatial Concentration and coordination of development interventions	The Municipality is developing a series of plans for local areas that provide a clear, comprehensive and strategic Local Area Plan that will inform the management of development and land use in the Study area and provide a platform for economic growth and development. These plans include Local Area. These plans include Local Area Plans, Precinct Plans, Regeneration Strategies and Development Strategies. The municipality also plans on developing a compaction and densification policy which will help to ensure that a desired spatial form is created. The municipality is also reviewing its Schemes, establishing schemes for densely populated peri-urban areas and establishing a rural policy for the areas subjected to Act 70 of 70. These are reasonable steps towards compliance with the SPLUMA requires.

		The municipality has also prioritized land release and has therefore appointed a consultant to undertake a land audit for all vacant land parcels with the municipality. This study will enable the municipality to establish which land parcels can be disposed of to the general public. The municipality also has appointed a land surveyor to subdivide vacant under-utilized land parcels especially in the Townships so as to increase housing opportunities for the communities. The municipality has also embarked on a process of purchasing land parcels in order to facilitate the development of housing. Land parcels are purchased then the department is engaged for funding of the project. The municipality has also embarked on a process of purchasing land parcels in order to facilitate the development of housing. Land parcels are purchased then the department is engaged for funding of the project.

The KwaZulu Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial coordinated manner. The Provincial Spatial Development Strategy sets out to**:**

- Be the spatial expression of the Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions;
- Provides a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;

- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development of the Province based on Broad Provincial Spatial Planning Categories (BPSPCs) and a series of other relevant features;
- Assist to prioritise and align where government directs its investment and development initiatives to ensure sustainable and maximum impact;
- Capitalise on complementarities and facilitate consistent and focused decision making,
- Guide municipal integrated development plans (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide clear intent to the private sector about desired development directions;
- Increase predictability in the development environment,

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves and provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

2.6. SPATIAL PRINCIPLES

Figure 7: 9 Spatial Principles



2.6.1. PRINCIPLE OF ENVIRONMENTAL PLANNING

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. The PSDF supports environmental planning as the fundamental methodology on which spatial planning should be based. Environmental planning can be defined as land-use planning and management that promotes sustainable development.

2.6.2 PRINCIPLE OF ECONOMIC POTENTIAL

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promote the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

2.6.3. PRINCIPLE OF SUSTAINABLE COMMUNITIES

The Principle of Sustainable Communities promotes the balance between environmental quality, addressing social need and promoting economic activities within communities.

2.6.4. PRINCIPLE OF LOCAL SELF-SUFFICIENCY

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally as well as. Furthermore, the principle is underpinned by an assessment of each area's unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

2.6.5. PRINCIPLE OF SPATIAL CONCENTRATION

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

2.6.6. PRINCIPLE OF SUSTAINABLE RURAL LIVELIHOODS

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial

planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

2.6.7. PRINCIPLE OF BALANCED DEVELOPMENT

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

2.6.8. PRINCIPLE OF ACCESSIBILITY

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

2.6.9. PRINCIPLE OF CO-ORDINATED IMPLEMENTATION

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities. This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

From these principles, the Provincial Spatial Development Strategy identified a number of provincial priority nodes, corridors and broad planning categories. The map overleaf illustrates the resulting provincial spatial strategy, localised for the Indaka Municipality and need to be read in conjunction with the tables below, providing a brief explanation to the categories illustrated on the map. The various nodes and their board intended function and possible interventions are described in the table below.

Intervention Node	Broad Intended Function
Primary Node	Only eThekwini is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
Secondary Node	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
Tertiary Node	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns such as Pongola,
Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Port Edward Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkulu, etc
Rural Service Centre	The proposed rural service centres are envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities: • Traditional administration centre, • Taxi/ bus stop,

	• Informal trading / market area, • Social facility (clinic, library etc), • Skills development centre (mainly local schools), • Mobile services point (mobile clinics, pension pay points, mobile library etc.) • Small commercial facility • Recreational facility such as a sport field. A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.

The Broad Provincial Spatial Planning Categories (BPSPCs) which are indicated within the above illustrated provincial spatial development framework should be interpreted as follow:

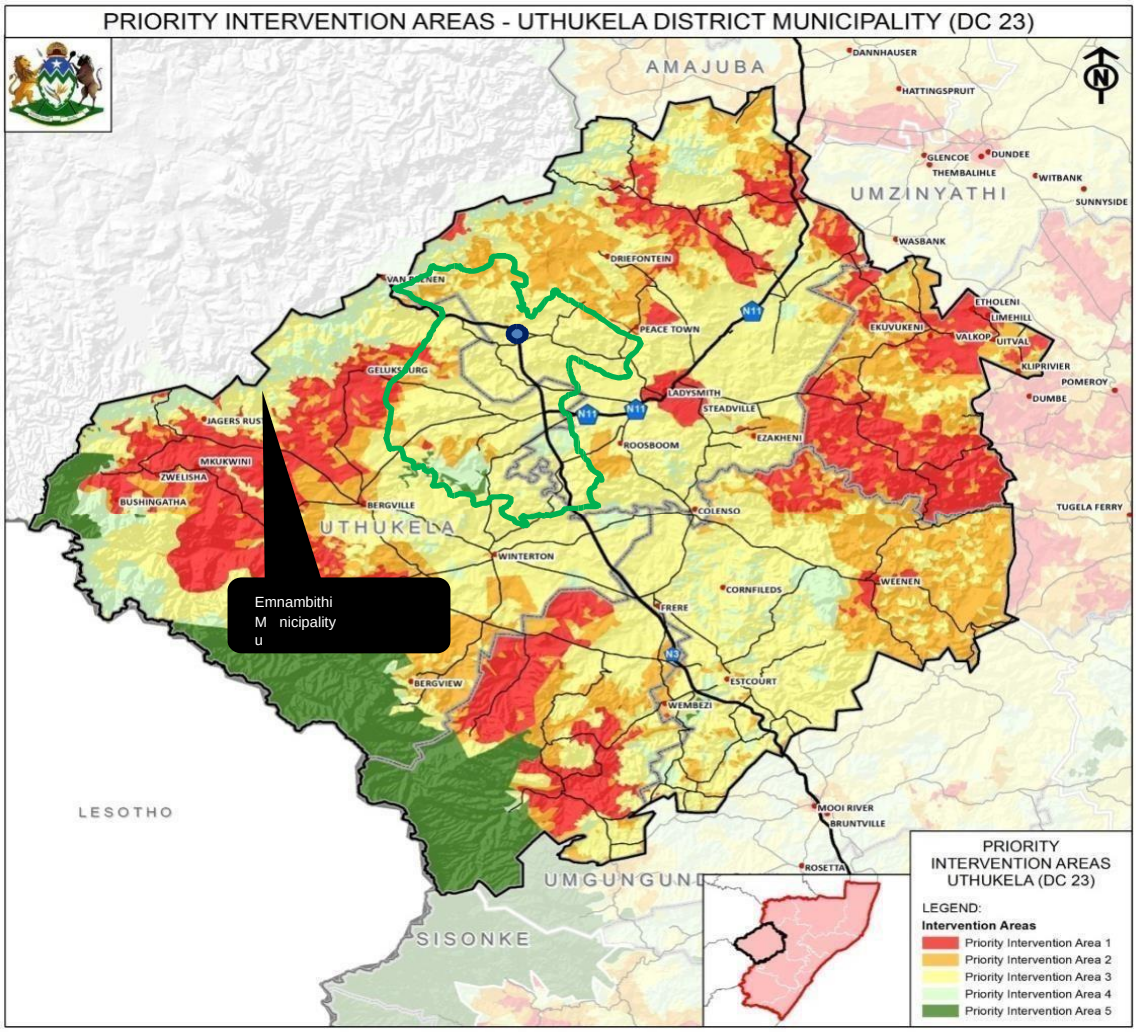
Spatial Planning Category	Broad Intended Land Use and Intervention
Conservation Corridors	Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bioresources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute "no-go" areas, but rather highlighted as areas of environmental significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to consider the impact on such important regional ecological corridors. These corridors are

	however perceived as areas where extensive densification would be discouraged and sensitive development promoted.
Biodiversity Priority Areas	Areas with a significantly high biodiversity value expressed in the number of species and sensitive environments as identified through extensive research by Ezemvelo KZN Wildlife. These areas are most often located in close proximity to the identified Conservation Corridors and may serve as an additional buffer to these corridors. These areas too are not (at a provincial level) proposed as absolute "no-go" areas, but are identified to indicate areas where extensive densification would be discouraged and sensitive development promoted.
Areas of Economic Value Adding	The key economic centres and areas where all of the varieties of economic sectors (Agriculture, Tourism, Manufacturing, and Services) are prevalent and perceived to have good potential to be further expanded on. These areas are visibly linked to high accessibility areas with existing bulk infrastructure and relatively high population densities which would both contribute to the economic expansion and benefit from interventions in these areas. Due to these factors, further economic processing and value adding at a provincial level, are mainly proposed within these identified areas.
Areas of Economic Support	A number of regions resembled areas of good economic potential in more than just one of the key provincial economic sectors. Due to the fact that these areas represent a larger distribution across the entire province than the core areas of economic value adding, these zones are considered important areas of Economic Support. Typical interventions in these areas would include economic prioritisation of development, labour force interventions (e.g. skills development), key economic infrastructure investment and area promotion.
Areas of Agricultural Development	Relatively high agricultural production areas, which are not located within biodiversity areas of combined with other potential economic sectors, are highlighted by this category to identify and promote areas with the

	potential to make a significant contribution through agricultural production. Although successful farming practices are already occurring on some of these areas, it is proposed that underutilised agricultural land within these zones are more effectively utilised for sustainable agricultural production. Associated interventions may include agriculture specific infrastructure, skills development, market access interventions etc.
Areas of High Social Needs	The highest ranges of combined social need when considering the population density, dependency ratio as the provincial index of multiple deprivations is illustrated by this category of high social need. These areas broadly the areas where the most intensive social interventions area required and this category is further over layed above all other categories to provide a spatial reference to the types of interventions which might be pursued towards addressing the concentrated social need within these areas. As example where high social need is identified within an area earmarked as a conservation corridor, this firstly provides a reference to the fact that social conditions of communities will need to be addressed if any conservation is to be promoted within such areas. Further it suggests that the effective utilisation of the high biodiversity within such areas might be harnessed towards addressing social need through example conservation tourism.
Undifferentiated Areas	The areas which are not representative of any of the above-mentioned categories are classified as undifferentiated areas. It is acknowledged that these areas also have communities residing on them with economic potential and environmental resources, however, based on the approach followed these areas weren't differentiated to the same degree as the identified preceding categories. It is therefore important that this category is not neglected from public and private interventions and as the various departmental programmes are inclusive in nature, these areas should also benefit from it. It is anticipated that the intensity of such programmes and the total portion of resource allocation to these areas would be less than

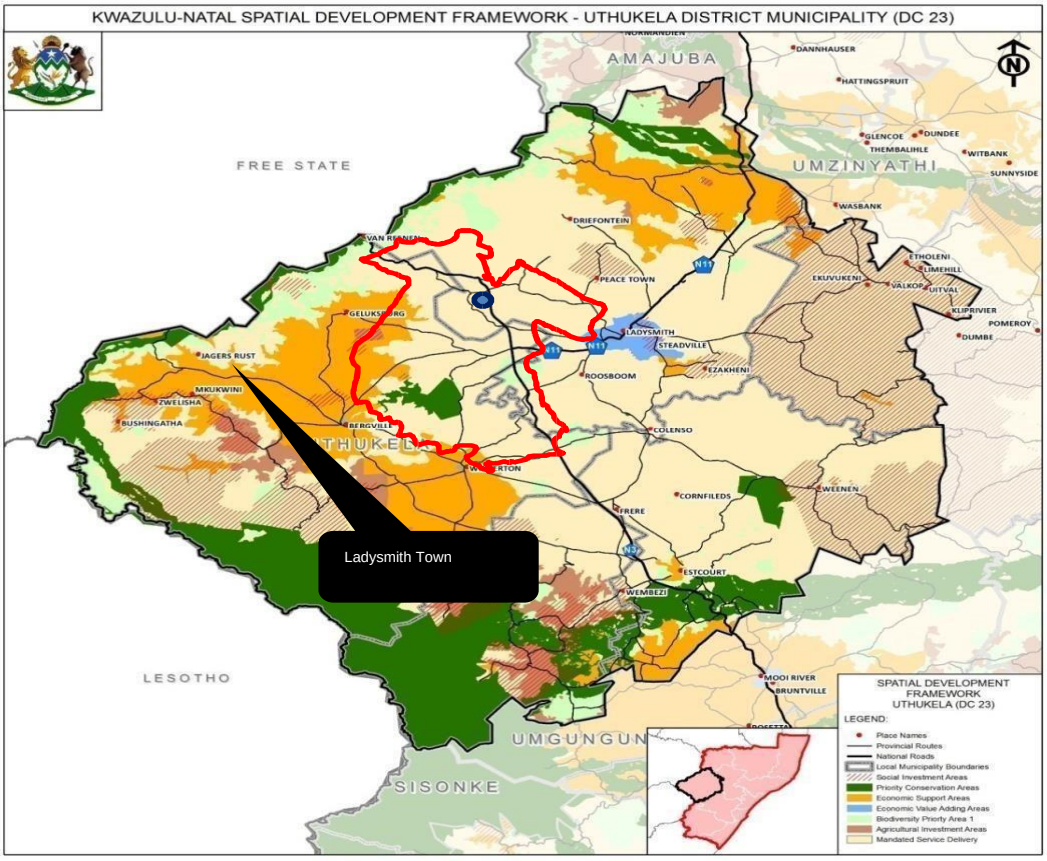
	the identified categories as well as the key intervention areas identified previously.

Please refer to the plan below for an extract of the Provincial Spatial Development Strategy related to the uThukela District Municipality, Provincial Spatial Development Framework on over leave for a depiction of the above. The Provincial Spatial Development Framework depicts the entire area of ALFRED DUMA LOCAL MUNICIPALITYas a Priority Intervention Area.



The map below indicates Ladysmith Town to be an economic value adding area within the District and hence high expectations are placed in Ladysmith Town in terms hard infrastructural provision such as water,

electricity and roads, and also soft infrastructural assets are a pre-requisite, assets such as business regulatory environment, sound business enhancing policies, human resource development and political stability. The rural surroundings of the municipality such as Roosboom, Driefontein are expected to be mandated service delivery areas with no major economic significance within the municipality. Ezakheni and Peace Town areas are denoted to be social investment areas.



Whilst the previous section of this document has attempted to internalize the policy concepts and imperatives of both National and Provincial government including the District, the rest of the document will try to exhibit alignment of THE MUNICPALITY in terms of strategies, goals and targets with the policy framework of other spheres of government. This will be indicated through projects, programmes and initiatives, and in cases whereby spatial denotation is possible, it will be indicated in a spatial manner and fashion.

It has to be noted onset that alignment in our understanding is a parallel process that filters from National government to Provincial, District Municipalities to local municipalities. Issues of National importance and significance are contextualized in provincial levels through studies and policy adoptions and specifically

through the Provincial Growth and Development Strategy and Provincial Spatial Development Framework in KZN. So, this document is crafted with the belief that if Emnambithi/Ladysmith aligns itself to the provincial policies and frameworks, it automatically aligns itself to the National policies and frameworks. This rational is justified by the thinking that provincial policies have national thinking at the centre of their crafting.

DEPARTMENT OF PUBLIC WORKS

AREA	**PROJECT TITLE**	**PROJECT DISCRIPTION**	**OBJECTIVE**	**BUDGET**	**FINANCI AL YEAR**
Mkhamba	Mkhamba Gardens Primary	Construction of New School	New School	R 11 522 750.00	2017/18
Acaciavale	Acaciavale Primary School	Repairs and Renovations	Repairs and Renovations	R 2 387 456.00	2017/18
	Intandoyesizwe High School	Upgrades and Additions	Upgrades and Additions	R 1 501 330	2017/18
Various Areas	Water and Sanitation	Construction of Toilets and Boreholes		R 32 266 174.99	2017/18
DEPARTMENT OF HEALTH					
Ladysmith Provincial Hospital	Ladysmith Gateway Clinic	New Borehole	New Borehole	R 300, 000.00	2017/18
St Chads CHC	St Chads CHC New Borehole	New Borehole	New Borehole	R 300, 000.00	2017/18
Ladysmith Provincial Hospital	Replacement of Sewer Line	Replacement of Sewer Line	Repairs and Renovations	R 4 800, 000.00	2017/18
Ladysmith Provincial Hospital	Replacement of Switchgear at Mi/Fi and Theatre	Replacement of Switchgear at Mi/Fi and Theatre	Repairs and Renovations	R 350, 000.00	2017/18

Ladysmith Provincial Hospital	Water Storage Upgrade	Water Storage Upgrade	Repairs and Renovations	R 2 000.000.00	2017/18

DEPARTMENT OF EDUCATION

Mkhamba	Mkhamba Gardens Primary	Construction of New School	New School	R 11 522 750.00	2017/18
	Tatane SS	Supply 10000 litres of water for 3 months		R 69 000.00	
	Kirkintulloch P	Repairs to roof		R 442 000.00	
	MC Varman	Repairs to roof and ceiling		R 427 000.00	
	Ladysmith H	Replacement of fascia boards, window frames and painting of roof and ceiling		R 410 000.00	
	Inkuthu P	Repairs to roof and walls		R 300 000.00	
	Nhlonhlweni P	Repairs to strongroom		R 164 000.00	

	Keates Str P	Repairs to storm water drainage		R 490 000.00	
	Limit Hill P	Repairs to storm water drainage		R 499 000.00	
	Vukufunde P	Repairs to veranda, floors and windows		R 396 000.00	
	Aloe Park P	Repairs to walls		R 388 000.00	
	Ekuphumuleni SP	Renovation to roof and flood lights		R 300 000.00	
	Ilenge P	Repairs to roof		R 280 000.00	
	Silindokuhle S	Repairs to doors and windows		R 250 000.00	
	Sondoda P	Repairs to rainwater goods.		R 195 000.00	
	Emlilweni P	Repairs to roof, doors and frames		R 230 000.00	
	Nhlonhlweni P	Repairs to strong room		R 80 000.00	
	Makhoyane P	Repairs to ceiling.		R 85 000.00	
	Qophindlela S	Repairs to roof at Admin block	18/11/2015(Storm damage)	R 240 000.00	

	Gabangemfundo P	Repairs to borehole and floors		R 290 000.00	
	Masoyi S	Repairs to walls and water goods		R 180 000.00	
	Nsikayezwe C	Repairs to ceiling' walls and rainwater goods		R 227 000.00	
	Mcitsheni P	Repairs to walls, doors, windows, admin roof and ceiling		R 230 000.00	
	Mhlanganyelwa C	Repairs to Admin block		R 180 000.00	
	Nhlambamasoka P	Repairs to solar, leaking roof, walls		R 300 000.00	

DEPARTMENT OF TRANSPORT

Year	Road No.	Ward	Area	Inkosi	Tribal Authority	Budget
2017/18	Mkhono Road	Ward 7	Mlhumayo	Inkhosi Zwane	Zwane Tribal Auth	R 1 000 000.00
2017/18	D2404	Ward 24	Inkunzi	Shabalala	Shabalala TC	R 1 400 000.00
2017/18	D343	Ward 14	Manzini	Private land Owner	Private land Owner	R 2 275 000.00
	Mziyonke Road	Ward 28	Mlhumayo	Inkhosi Mthembu	Mthembu Tribal Auth	R 1 500 000.00
	Mabhomane Road	Ward 7	St Chads	Inkhosi Zondi	Mthembu TC	R 1 250 000.00
	D 1277 Extention	Ward 28	Mziyonke	Inkhosi Mthembu	Mthembu Tribal Auth	R 1 750 000.00

	Okhalweni Road	Ward 30	Elenge	Sithole	Sithole TC	R 1 500 000.00
	Hlathini Road	Ward 18	Ephayekeni	Khumalo	Abantungwa Tribal Auth	R 1 500 000.00
	Gomala Road	Ward 17	Driefontein	Khumalo	Abantungwa Tribal Auth	R 1 500 000.00
	L2469 Bridge	Ward 14	Hopes Land	Khumalo	Abantungwakholwa TC	R 10 000 000.00
	D1281 Causeway Repair	Ward 28	Ladysmith	Mthembu	Abathembu TC	R 2 090 000.00
	D1371 Causeway Repair	Ward 5	Ladysmith	Sithole	Sithole TC	R 2 000 000.00
	D1298 Causeway Repair	Ward 24	Ladysmith	Nkosi	AmaSwazi TC	R 2 000 000.00

	L1911 Drainage Improvement	Ward 30	Ladysmith	Mthembu	Abathembu TC	R 10 000 000.00
	D1275 - V-Drain Improvement	Ward 30	Sahlumbe	Mthembu	Abathembu TC	R 11 200 000.00
	L4022	Ward 7	St Chads	Mthembu	Abathembu TC	R 1 050 000.00
	L1261	Ward 19	Bhatha	Khumalo	Abantungwakholwa TC	R 1 050 000.00
	P409	Ward 26	Sandriver Valley	Khumalo	AbantungwaKholwa TC	R 4 900 000.00
	L1810	Ward 6	Dalkosi	Mthembu	Abathembu TC	R 2 800 000.00
	L4021	Ward 28	Tengeni	Sithole	Sithole TC	R 1 050 000.00

	L4026	Ward 26	St Joseph	Khumalo	AbantungwaKholwa TC	R 875 000.00
	D367	Ward 13	Kwa Dlamini	Zondi	Amanteshe TC	R 1 400 000.00
	D1290	Ward 32	Somsuku	Nxumalo	Nxumalo TC	R 1 750 000.00
	L1398	Ward 7	Zwelisha	Mthembu	Abathembu TC	R 1 400 000.00
	L2466	Ward 7	Mcitsheni	Mthembu	Abathembu TC	R 1 050 000.00
	D2404	Ward 24	Inkunzi	Shabalala	Shabalala TC	R 1 400 000.00
	P182	Ward 13	Rosboom	Zondi	Amanteshe TC	R 1 750 000.00
	D474	Ward 19	Zaaifontein	Khumalo	Abantungwakholwa TC	R 4 900 000.00

	D284	Ward 26	Blawen	Khumalo	Abantungwakholwa TC	R 4 200 000.00
	L2018	Ward 28	Mkhumbane	Mthembu	Abathembu TC	R 875 000.00
	L2009	Ward 7	Mcitsheni	Mthembu	Abathembu TC	R 1 225 000.00
	L1811	Ward 23	Cwembe	Shabalala	Shabalala TC	R 1 050 000.00
	D402	Ward 24	Normandien	Private Land Owner	Private Land Owner	R 1 750 000.00
	L1360	Ward 18	Watershed	Khumalo	Abantungwakholwa TC	R 1 050 000.00
	L2007	Ward 17	Mthunzini	Khumalo	Abantungwakholwa TC	R 1 750 000.00

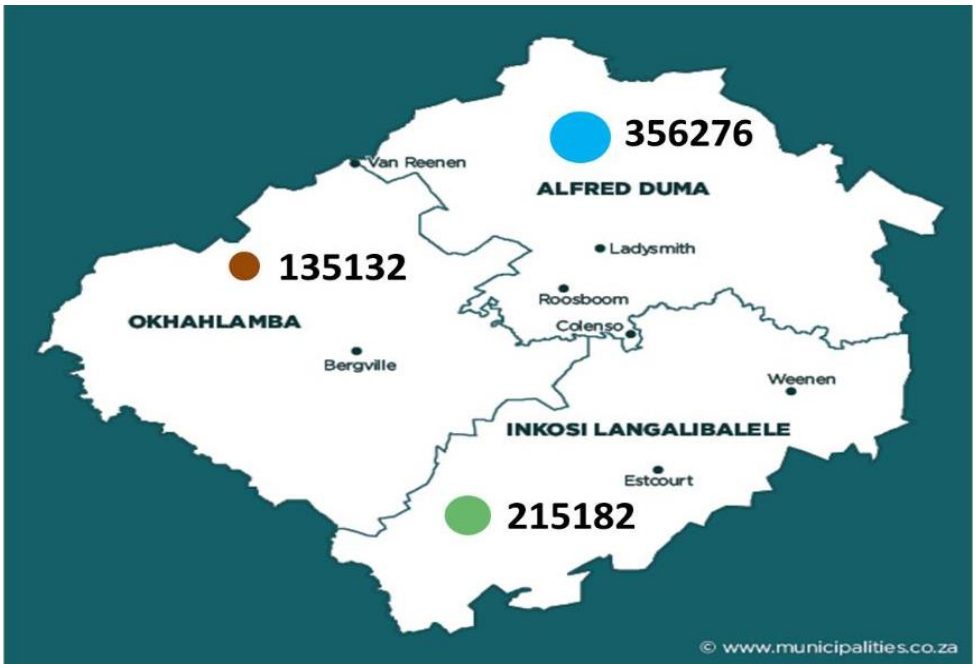
	L2027	Ward 18	Thengeduze	Khumalo	Abantungwakholwa TC	R 1 050 000.00
	L373	Ward 32	Jikshoba	Mchunu	Mchunu TC	R 1 050 000.00
	L1298	Ward 29	Imbizo	Kunene	Sigweje TC	R 1 750 000.00

CHAPTER 3: SITUATIONAL ANALYSIS

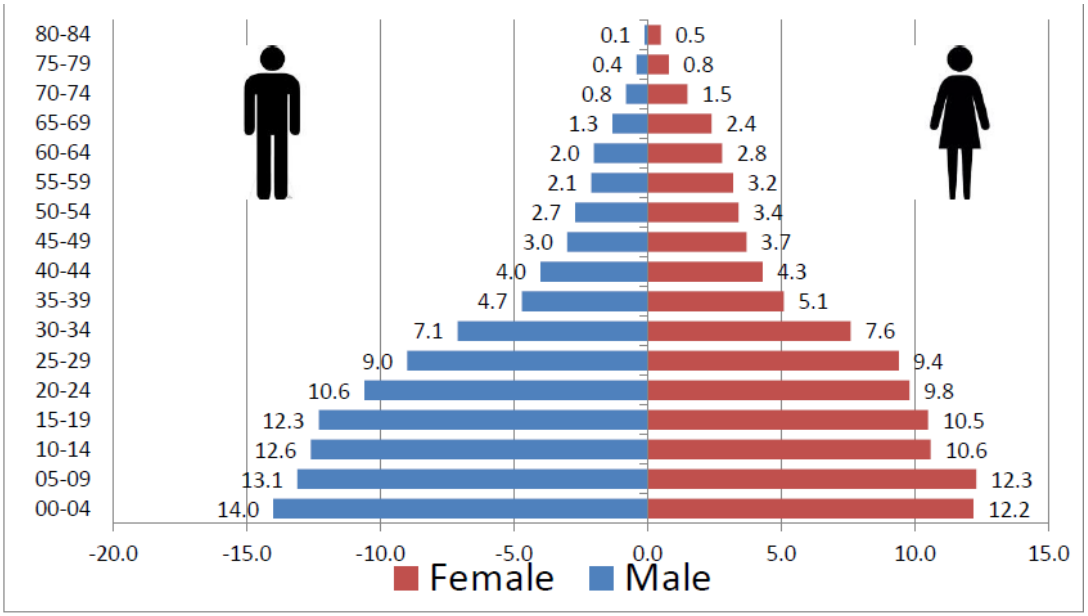
3.1. DEMOGRAPHIC AND SOCIAL FACTORS

3.1.1. POPULATION GROWTH

According to the Community Survey conducted in 2016, the population of the municipality is 356276. This indicates an average annual population growth rate of 0.015% per year since 2001, which is below the national population growth average of 1.17% since 2001. There are currently 4.67 people per household which gives a density of 17 households per square kilometre.



3.1.2. POPULATION STRUCTURE



Population growth arises from both natural increase and in-migration. The latter relates mainly to the movement of people from the local and surrounding agricultural farmlands to areas around Ladysmith and Ezakheni in search of urban opportunities (such as employment) and access to basic services.

46.3% of the population are under the age of 19 years old, which indicates that a large portion of the population is under the working age and that there is high level of dependency in the Municipality he increasing number of the age dependency population places a lot of pressure on the basic services of the municipality as this increases the dependency rate as this age group makes little positive contribution to the economy of the town. As such, it is critically important for the SDF to enable the Municipality to anticipate population growth in the age group from 0-19 years and channel development to areas where there is pressure in this regard.

As most of this population are scholars, it is important that support is given through the provision of excellent educational services as well as access to basic health and child support grant amongst other factors.

An analysis of the population structure indicates a large drop in the population from those aged 20-24 years old and above. This could be due to out-migration of the youth in search of employment in other areas.

The rapid drop in population from the population between 45-84 years indicates that most household are child/youth led households. Ties can be attributed to increasing mortality rates in this age group, it can also be

attributed to the adults choosing to move to bigger cities in search of better socio-economic opportunities and a reduction in fertility.

The changing structure of the population is also another key demographic factor that influences spatial change. A review of the population structure and size suggests an increase in the number small nuclear households. This could be ascribed to an increasing urbanisation of the population and an increasing dependence on wage income and/or social grants among households. It is also driven by the general increase in the demand for residential land and its scarcity in both urban and rural contexts.

The population of Alfred Duma over the next five years is estimated to reach an approximated number 450000; taking into cognisance, the average growth rate of 2% in the municipality. A growth in population will mean that there will be an increase in density and population structure more especially amongst the population that forms part and parcel of the dependent population. This will require that municipality make available more job and employment opportunities to help in alleviating the problem of rapid population growth. The unemployed youth population is expected to increase up to 40% over the next four years. The higher rates of unemployed young person's increase the dependency ratio, the widespread of diseases as well as increasing crime rates in the Alfred Duma Local Municipality area of jurisdiction.

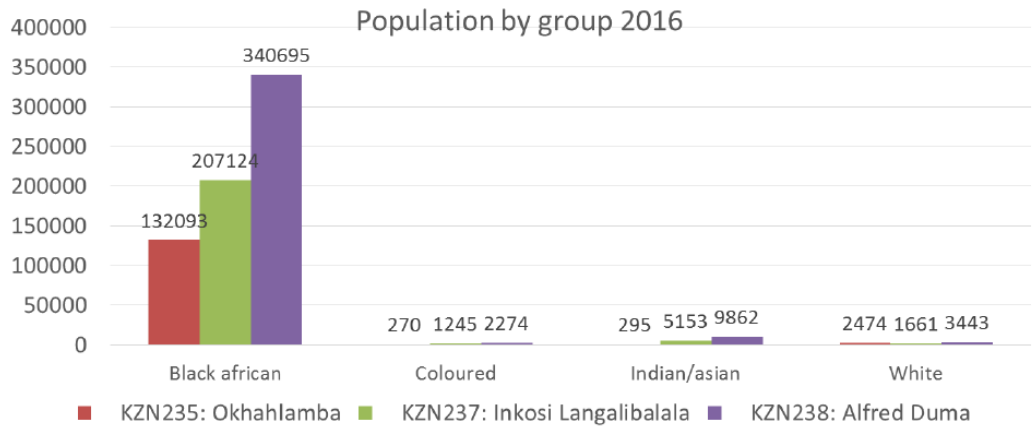
Increasing unemployment has a direct correlation of out migration of male species in households as more males leave their rural homesteads to work in the bigger cities. This will in turn increase the large number of single female and child headed families.

Out migration of young, skilled and strong personnel in households means that there are less people to work on rural farmland thus leaving their rural subsistence farms unattended and minimising the chances of self-employment and provision for households.

These factors have a direct impact on the local municipality and the local municipal officials as service delivery, the creation of employment opportunities and fending the rights of civilians becomes solely the duty of the local municipality's social, economic, administrative and political structures.

3.1.3. RACIAL DISTRIBUTION

The municipality is highly dominated by the black African population group which makes up over 80% of the municipality's population structure followed by Coloureds, Indians and white people last. This means that the Black African Population of Alfred Duma have a higher dependency rate and are more susceptible to the social ills that affect the municipality.



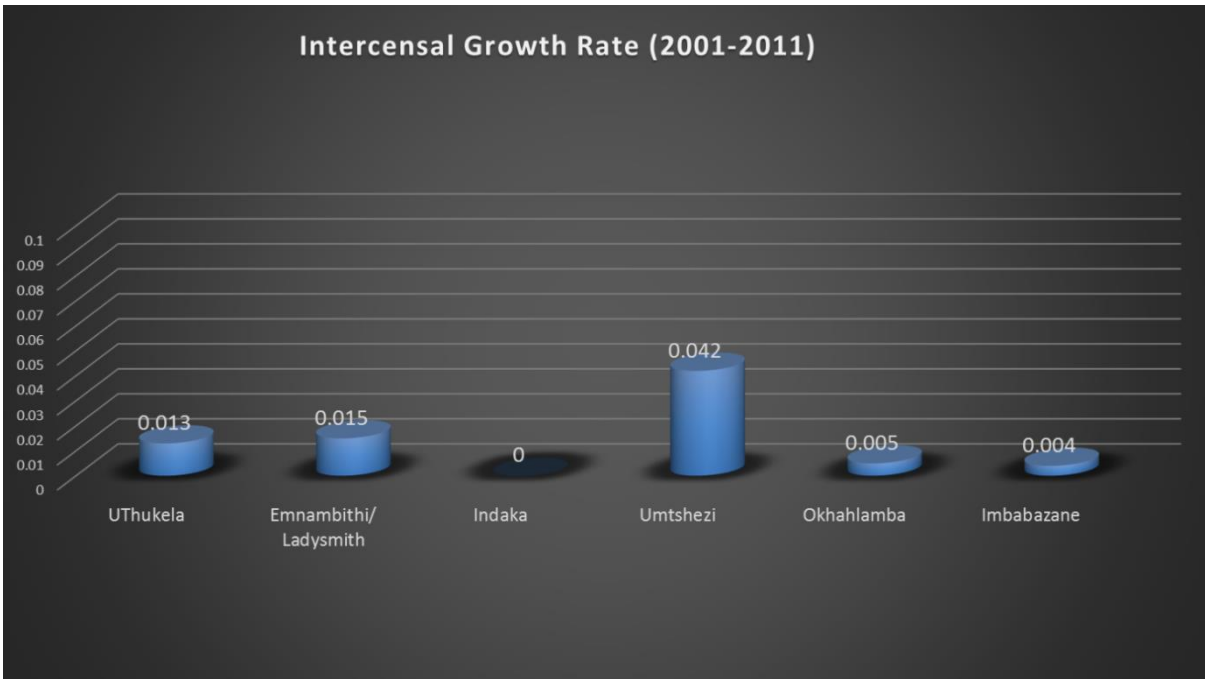
The large number in the black African population indicates that whilst most household are youth, child and single parent headed households, it is evident that the ramifications of these issues are mostly felt by the black African community. These not only form part of the previously disadvantaged group of our society but also the least educated, the least paid and the most dependent on Government and social grants.

The number of black people on the municipality is seen to be increasing at a rapid rate, over the next five years this growth is set to be seen increasing by almost half and the number of White, Asian and Coloured Communities is predicted to decrease rapidly. This will in turn have an impact on the employment equity of some areas as well as the use of affirmative action as there needs to be a balance in the racial groups in all the sectors of employment.

3.1.4. POPULATION DISTRIBUTION

Alfred Duma is experiencing a declining and stagnant population growth since 2011. Alfred Duma has had an intercensal growth rate of 0.015 from 2011- 2011. This has been noted as declining growth rate whilst Umtshezi has an increasing growth rate which is about 0.029 in comparison to the Alfred Duma Intercensal growth rate.

This means that more people are moving out of Alfred Duma into the area of Umtshezi, this can be attributed to many social, economic and political issues. Some of the results of this can be attributed to the location of Umtshezi closer to cities such as Pietermaritzburg and the availability of land in the Umtshezi area.



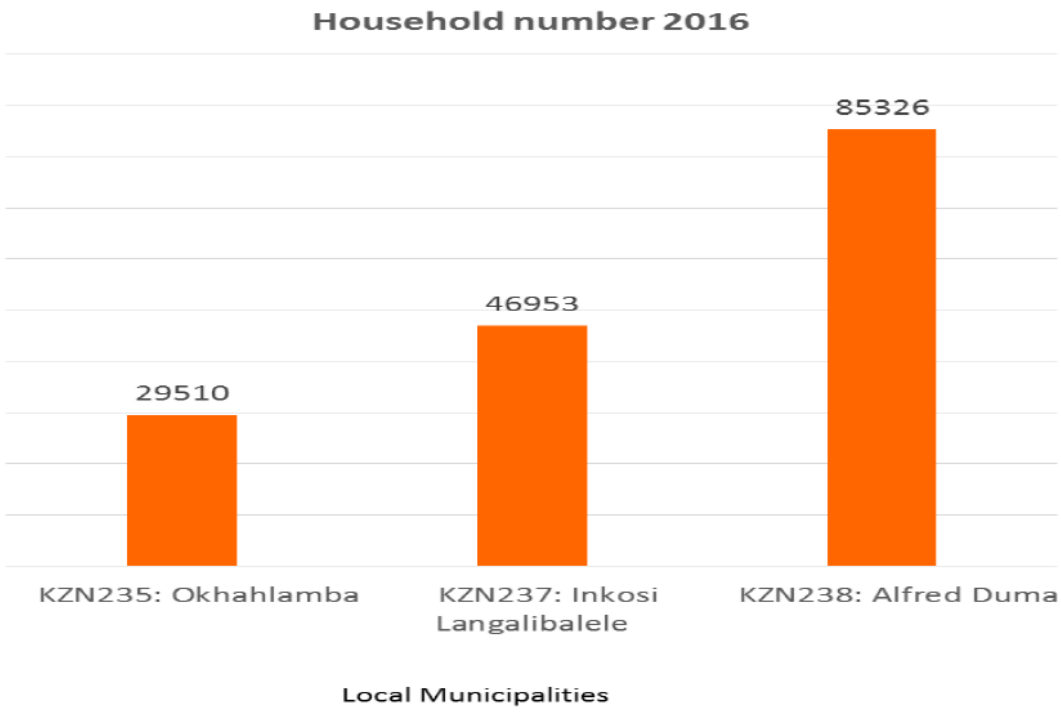
Population distribution in the Municipality generally follows the continuum of settlements from dense urban areas of Ezakheni and Ladysmith through peri-urban settlements of St Chads and Roosboom to relatively dense rural settlements of Driefontein and Matiwaneskop, as well as the low-density settlements located on commercial farmlands. There is a clearly discernible trend whereby people are moving out of farmlands to well-located areas along the main transport routes and in close proximity to areas of employment and urban opportunities.

Areas that are currently experiencing pressure for development include areas between Ezakheni and Ladysmith, Roosboom, Steadville and to a lesser extent Driefontein. All of these areas are either perceived to provide better opportunities or are well connected with the areas of opportunity by means of public transport. These areas have a better rate of poverty and provide better socio-economic opportunities in comparison to areas that are located further away from the Central Business District and have a greater dependency rate.

3.1.5. HOUSEHOLD NUMBER

In comparison to its neighbouring municipalities, Alfred Duma Local Municipality notably has the highest number of Households in the Uthukela District. This indicates that most households are female headed households that have large

numbers of people. There is a higher rate of dependency as most of the people in these households are unemployed and dependent on the government for social grants and other necessities. The Alfred Duma Local Municipality is hence faced with a crisis of higher dependency per household thus making it difficult for the municipality to provide basic services to all the members in households. This therefore results in inequitable access to basic services such as water, electricity and the use of a flushed toilet facility.



The number of Household in Alfred Duma is predicted to increase to 90000 by 2023. The increasing growth in number of households requires that the government is ready to provide serviced sites and housing opportunities to an increasing population which will in turn have an impact on the number of toilets, electricity and water facilities that will be required per household. Increasing population and household numbers requires that the municipality increase its overall provision of basic services and infrastructure in order to ensure that the needs of the expanding population are met timeously and promptly.

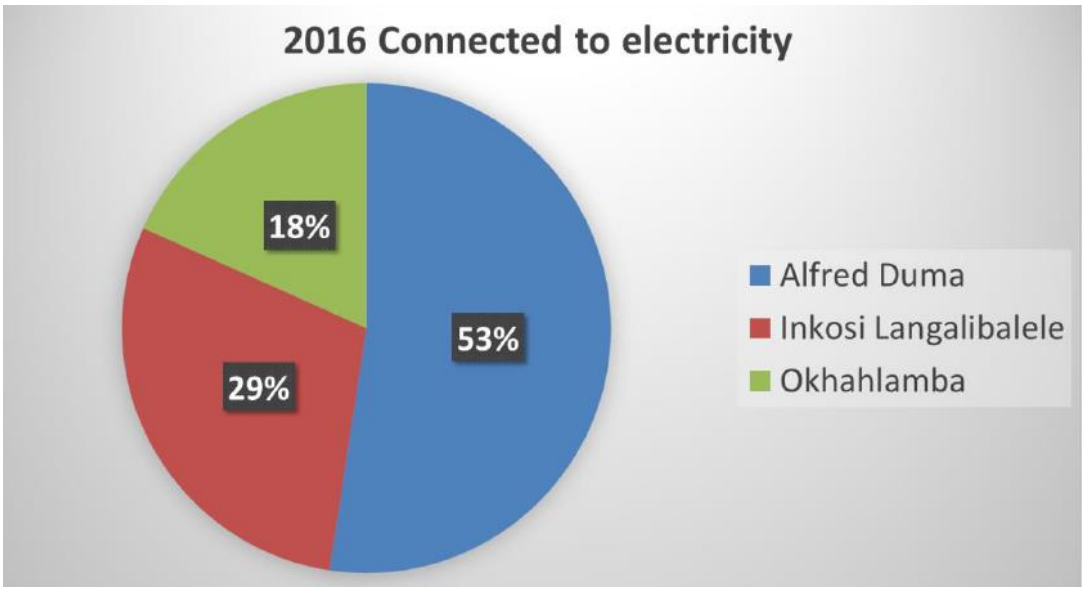
3.1.6. INEQUITABLE ACCESS TO BASIC SERVICES

Inequitable access to basic services and development generally remains one of the most visible spatial imprints of the apartheid past. The areas that previously fell within Ladysmith Town are well provided with basic services while the quality

of services in outlying areas remains inferior. The situation is worse in peri-urban and rural settlements where services backlog is very high. As a result, the majority of the peri-urban and rural settlements area characterised by severe backlogs and present themselves as infrastructure investment priority areas.

3.1.6.1. ELECTRICITY

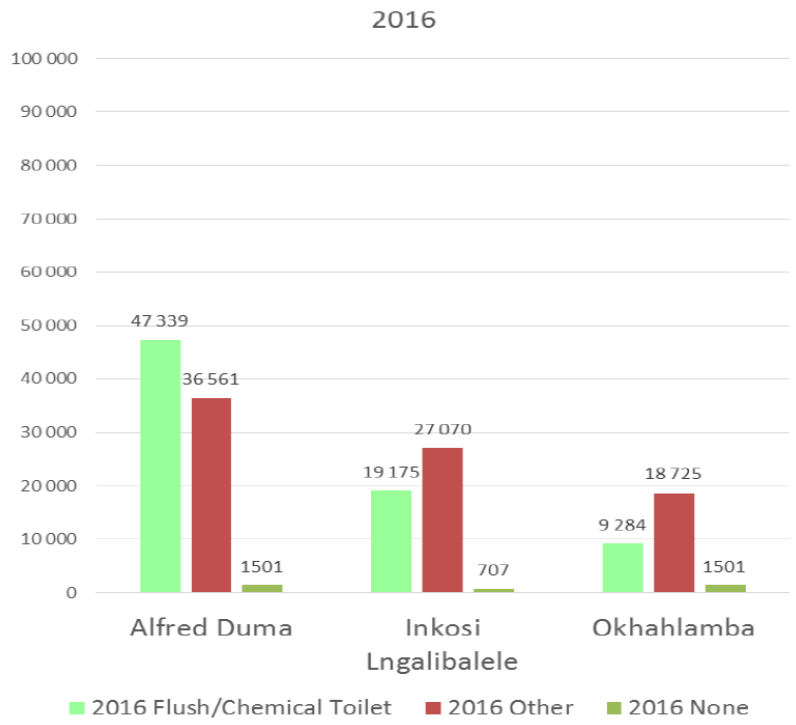
Majority of the population in Alfred Duma Local Municipality uses electricity from the main as a source of energy thereafter followed by wood, paraffin and gas as a source of energy for cooking (Stats SA 2016). Alfred Duma boasts a higher population that has access to electricity in comparison to the neighbouring municipalities in the District. This factor is also directly linked to the fact that the Alfred Duma Local Municipality has the highest number of households. Over half of the population in Alfred Duma has access to electricity and this can also be attributed to the municipality's focus on social projects and poverty alleviation initiatives. It can be said that by 2030 90% of households Alfred Duma will have access to electricity.



3.1.6.2. TOILET FACILITY

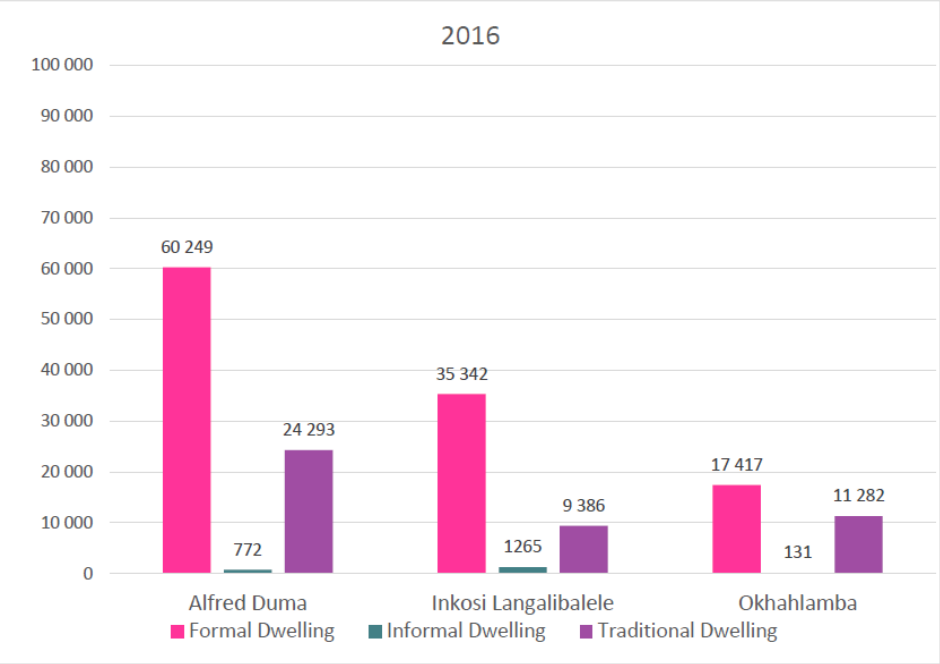
The Alfred Duma Local Municipality is predominantly rural in character yet over 50% of the population in the municipality have access to a flushed toilet facility. This indicates that most of the population in the municipality has access to water and other basic services. The presence of a flushed/chemical toilet facility in most of the households indicates that the

provision of basic services in the municipality is prioritised. This directly correlates with the number of people who have access to formal dwelling facilities.



3.1.6.3. DWELLINGS

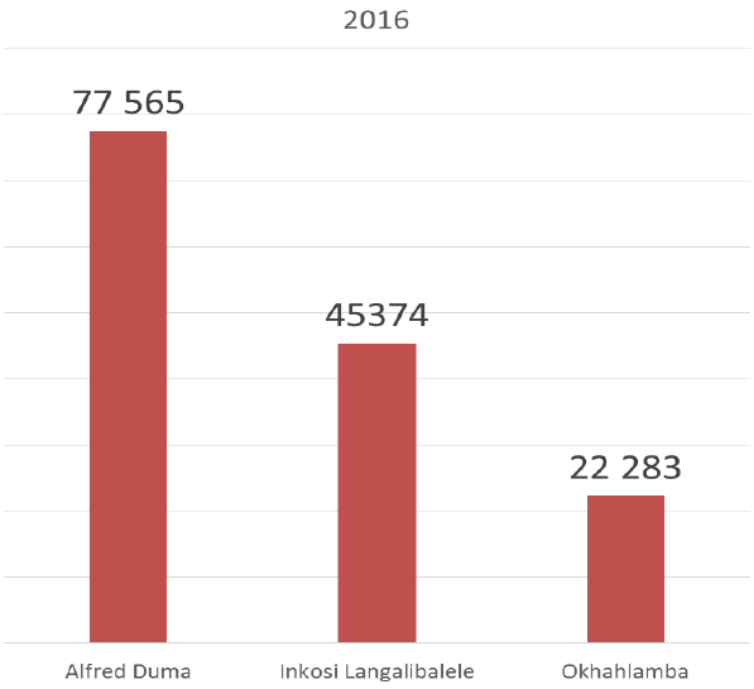
Alfred Duma Local Municipality has a high number of people who have access to a formal dwelling. Having a formal dwelling indicates that more people have access to basic services such as water and electricity. Due to the increase in unemployment in the municipality, the high prevalence of formal dwellings is an indicator that most of these dwellings are built by the municipality. This means that dependency levels in the municipality are high and more and more people depend on the municipality for services such as shelter. The rising number of people that require formal dwellings indicates that the population of the municipality is increasing at a rapid rate. The rate in population increase indicates that by 2030 more and more people will require formal dwellings and more land will be required to ensure that these housing projects are sustainable and promote the international agenda of sustainable human settlements.



3.1.6.4. EDUCATION

Education is one of the most fundamental factors to development. Education raises people productivity and promotes entrepreneurship and technological advances. In addition, it is very crucial in securing social and economic progress and improving income distribution.

Alfred Duma has a population with low literacy and education levels with about 75% of the population not having access to matric certificates. Low education levels can impede the economic growth of a municipality and the population in genera especially in the technologically advanced era by which we live in.



3.1.6.5. WATER

Alfred Duma Local Municipality boasts a high number of people that have access to piped water on an average. The number of people that have access to piped water in the municipality indicates that much is being done on providing people with basic services in the municipality and Alfred Duma has the highest population that has access to piped water in the Uthukela District.

Municipality	Piped Water	%	Other sources	%
UThukela	122 362		39 502	
Inkosi Langalibalele	33 602	27.5	13 351	33.8
Alfred Duma	69 312	56.6	16 088	40.7
Okhahlamba	19 447	15.9	10 063	25.5

3.1.7. LOW AFFORDABILITY LEVELS

According to the LED Plan 40.6% of the population is not economically active while unemployment rate is estimated at 38%. This indicates that there is a large portion of the population that have either been discouraged from seeking work, or who are under or over the working age. Similarly, 46.3% of the population do not earn an income while almost 22% earns between R1-R4800 per year, which is less than R400 per month. 39.6% of the income earning population earn below R1600 per month. Only 7.5% of the population earn over R1600 per month, which indicates that a large percentage of the Alfred Duma population is living in poverty. As a result, the urbanisation that is currently taking place is the urbanisation of poverty.

The unemployment rate in Alfred Duma is below the average District unemployment rate which is currently 40%. Of the active population, only 18% is employed in the formal economic sector, 31% are semi-skilled workers and 42% are unskilled workers. This indicates that most people in the Alfred Duma Municipality are dependent on the informal economy as a means of income generation. The low level of skilled labour is directly linked to the low education levels in the municipality which make it difficult to employ most people in the formal economy.

3.1.8. ECONOMIC STAGNATION

Although agriculture occupies the largest amount of land in the Municipality, its significance as an economic sector has declined over time. The primary sector which includes agriculture and mining contributes the least to total production output, with a value of approximately R327 million in 2008. The importance of the manufacturing sector has increased substantially in both contributions to total output and as a source of employment. However, this sector has itself experienced variable trends with signs of decline becoming evident in the last few decades. With the current rate of urbanisation and decline in the working age population, the focus should be on developing the manufacturing sector to create more employment opportunities and absorb excess labour.

The growing sub-sector in the employment of people in Alfred Duma is the Retail, Accommodation and catering which are currently employing almost 24% of the economically active population, followed by General Government employing 18% and Community and Personal Services employing 16%. These three main employment contributors fall under the tertiary sector.

The low levels of economic growth in the municipality indicate that Alfred Duma has growing levels of inequality. This growth in inequality is set to increase over the next few years as the rich continue to get richer and the poor are still becoming poorer. There are very few employment opportunities for the low skilled and listed paid individual’s whist the most educated and most paid have opportunities in other areas either than just relying on the local area of jurisdiction.

The economic growth in the municipality is highly impacted by global trends and this means that in the next five years, the economy in the town is predicted by a slumbering 2% growth rate. This low rate of economic growth can be attributed to poor planning, the prioritisation of social projects over economic projects as well as the out migration of skilled labour and business opportunities.

Focusing on Economic Infrastructure provision will assist by increasing the economic growth by 3,5% in the next 5-10 years. This will be directly correlated to the incoming of investors that are happy with the service delivery in the municipality, the establishment of Public Private Partnerships and the creation of more economic employment opportunities especially in the ICT industries.

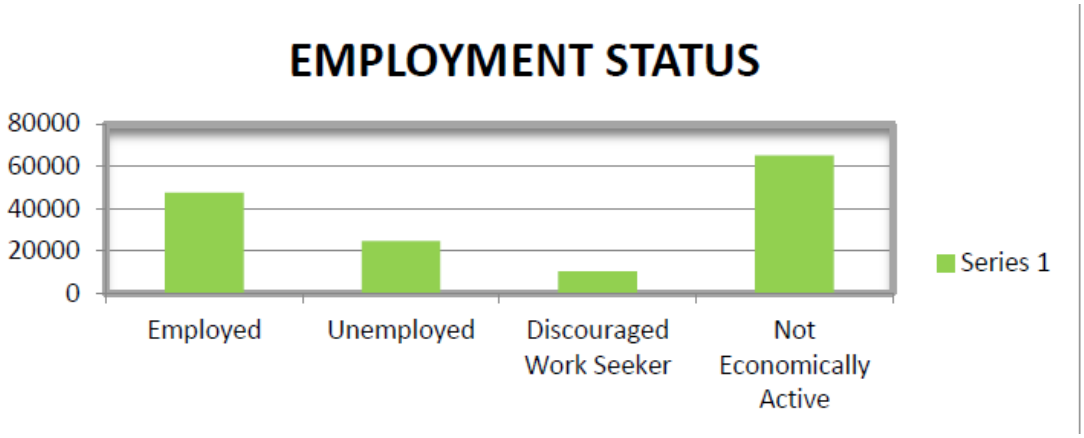
3.1.9. EMPLOYMENT STATUS

The employment status of the Alfred Duma Local Municipality depicts that a majority of the population are not economically active. This can be due to various social and economic factors which includes but are not limited to age, social dependency, physical impediments, lack of education, poor access to services and health and other social reasons.

The number of employed people indicates that people are employed in the primary, secondary and tertiary sectors of the town. Most people are however employed in the tertiary sector which shows an increase in the number of service and telecommunication centres in the municipality.

The high number of unemployed individuals in the municipality can mainly be attributed to lack of education, poor healthcare and also the unavailability of employment opportunities in both the private and public sectors of the municipality.

The discouraged work seekers comprise of individuals who have attempted to find employment through numerous means and have not found employment opportunities to date. These individuals are not just uneducated people but also highly educated individuals who have attempted to find employment but to no avail.



Employment and Unemployment	In Alfred Duma as at 2015, close to three fifths (59%) of the population accounted for the working age bracket (15-64 years). The unemployment rate was 38% in 2015, after experiencing an increasing unemployment rate between 1995 and 2003, then decreasing gradually from 2004 until 2015.
Employment by Skills Level	In Alfred Duma just more than a quarter (27%) is employed in the informal sector as informal traders, and the majority employed in the formal sector with a bit under a third (31%) employed as low-skilled workers, and only 18% as skilled workers.
Employment by Sector	Of those employed in the formal sector in Alfred Duma, a considerable majority (74%) is employed in the tertiary sector, followed by approximately a fifth (20%) employed in the secondary sector, and the remaining 6% in the primary sector.
Employment by Sub-sector	In Alfred Duma the considerable overall employment contributor is the Wholesale and Retail Trade, Catering and accommodation, which employs close to a quarter (24%) of the economically active population, followed by General Government employing 18% and Community, Social and Personal Services employing 16%. The Agriculture, Manufacturing, Construction, Transport and Finance sub-sectors

collectively contribute a bit more than two fifths (42%) of the employment in Alfred Duma. (2015)

3.2 SPATIAL ANALYSIS

3.2.1 REGIONAL CONTEXT

The strategic location of the Alfred Duma is recognised in the recently introduced Provincial Growth and Development for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of UThukela District and beyond and connects the region with the major urban centres such as Durban and Johannesburg.

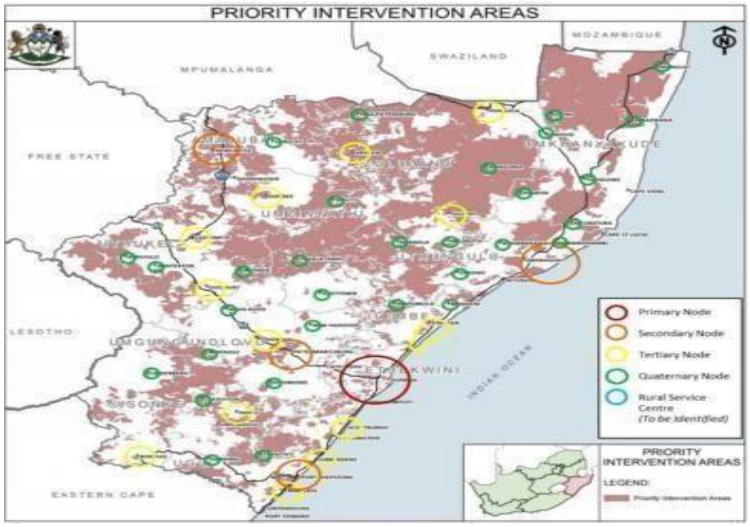


Figure 2: Provincial Priority Intervention Areas

3.2.2 DISTRICT SPATIAL ECONOMY

Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster and is dominated by the

textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Ladysmith town also contains most of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

3.2.3 REGIONAL TOURIST DESTINATIONS

The Alfred Duma is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. This park is 243 000ha in extent and it is located along uThukela District administrative boundary. There are several natural and cultural attractions that exists within UKhahlamba-Drakensberg destination. The natural attractions include the Drakensberg Mountain, Archaeological sites, nature reserves (game viewing and bird watching), UThukela Biosphere Reserve, Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The Alfred Duma is in a region with a rich heritage and military history ranging from the Mfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north. This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area and is used as an important marketing element in the regional tourism industry.

3.2.4 UTHUKELA CATCHMENT MANAGEMENT AREA

The municipality is also located in the Thukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as Thukela), which is the largest river system in KwaZulu-Natal. The Thukela River forms part of the Thukela River Catchment, which is approximately 30 000 km^2 in extent. The Thukela River rises near Bergville and Drakensberg mountains which drains from the Drakensberg escarpment into the Indian Ocean, major tributes include the following: Klip, Bhushmans, Sundays, Little Thukela, Mooi and Buffalo. This is one of the most important river catchments in South Africa. There is substantial runoff from the Thukela catchment because of high rainfall, accounting to the following mean annual rainfall (MAR) of 3865x10(6) m3. This is expressed as an average run off rates of about 133mm which equates to 16% of the mean annual precipitation (MNP) of 840mm. This is subjected change in dry central regions of the basin.

3.2.5 ADMINISTRATIVE ENTITIES

The municipality has a total of 36 wards. There are ten tribal councils within the Alfred Duma and the bulk fall within the former Indaka Area. The bulk of these areas still falls under private ownership and the main land use is residential, with small, scattered commercial shops and government offices.

3.2.6 STRUCTURING ELEMENT

The municipality is bisected by development corridors and trade routes of national significance, that is the N11 which runs in a north south direction linking Kwa-Zulu-Natal with Mpumalanga Province and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas. These routes/development corridors play a significant role in structuring land uses. A railway line also bisects the municipality which links areas of Johannesburg and Durban. The upgrade of the said railway line is a presidentially prioritised infrastructure development programme. The recently introduced Provincial Growth and Development Strategy for Kwa-Zulu-Natal classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with the major urban centres such as Durban and Johannesburg.

The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of

Johannesburg and Durban. Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster and is dominated by the textile and clothing sub-sector. The presence of industries within the municipality is seen as a huge advantage, these industries include the Nambithi Industrial Area, Danskraal Industrial Area and Pieters Industrial Area.

The municipality is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. The municipality is in a region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. The town of Ladysmith is in the foothills of the Drakensberg Mountains, which form the escarpment. The dominant topographical features of the ELLM are valley slopes and undulating hills, but the topography is highly diverse and includes broad valleys, moderate to steep slopes, rolling hills, flat plains, dolerite koppies and steep ridges

The settlement pattern in the Alfred Duma reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. The impact of separate development and apartheid policies on settlement can broadly be categorised as follows:

- Towns (urban centres), referring to urban centres of Ladysmith and Colenso;
- Formal township of Ezakheni.
- Peri-urban Settlements such as Roosboom and St Chads
- Rural settlements Matiwane, Driefontein, Mhlumayo, Waaihoek, Tholeni etc.

Apartheid pushed the poor into Ezakheni Township and the dislocated settlements to the north of Ladysmith. These areas are far away from economic opportunities. Land use management in municipality also has imprints of past planning. This was mainly evident from the urban areas of Ladysmith and Colenso that were guided by the Town Planning Schemes while the other areas just remained without any formal land use controls. However, the situation is changing given the introduction of the Kwa-Zulu-Natal Planning and Development Act, Act No. 6

of 2008 that required Emnambithi/ Ladysmith Municipality to introduce a wall-to-wall Land Use Scheme (LUS) within five years from the implementation date of the relevant provisions of the Act. The municipality has commenced with the processes to respond to this provincial directive though the development of the local area plans that covers the entire municipal area.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km^2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall.

3.2.7 NODES AND CORRIDORS

3.2.7.1 THE N3 AND N11 NATIONAL/PROVINCIAL CORRIDOR

The N3 National Corridor runs along the south western part of the ALFRED DUMA LOCAL MUNICIPALITY. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

Although the N11 is also a limited access national corridor, it serves a dual function, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. It is also one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern Kwa-Zulu-Natal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to several agricultural districtsto the north of Ladysmith. Major settlements such as Matiwane,

Driefontein and Nkunzi also gain access off the N11. Development along the N3 and N11 Development Corridors should follow the following guidelines:

- The N3 and N11 are national limited access and highspeed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and
- A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

3.2.7.1 PRIMARY DEVELOPMENT CORRIDORS

At least two existing roads have potential to develop as primary or sub-regional development corridors. These routes create opportunities to unlock new development areas and consolidation of existing areas and provides direct access to Ladysmith. The key existing primary corridors are the following:

- P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ALFRED DUMA LOCAL MUNICIPALITY. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to many peri urban and rural settlements located just outside of Ezakheni Township.

- R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith.

- Development along this route is subject to the rules and regulations of the provincial Department of Transport.

3.2.7.2 SECONDARY CORRIDORS

Several roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provide access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

- P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.
- P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.
- P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.
- P263 which runs in an east-west direction linking settlements such as
- Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the

N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

3.2.7.3 TERTIARY CORRIDORS

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

- Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.
- P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.

- The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open the area between Cremin and St Chads for future residential development.
- In addition, there is many local roads that serve different functions which also have potential to develop into local corridors. These will be identified and characterised as part of the refinement of the SDF and/or preparation of Local Area Plans (LAPs).

3.2.7.4 PRIMARY NODE

The Ladysmith Town is a sub-regional centre servicing the entire Alfred Duma Local Municipality and beyond. Therefore, this is a primary node for investment promotion and centre of supply of services in the Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite Alfred Duma being recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services.

3.2.7.5 SECONDARY NODES

While Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less threshold/sphere of influence, namely Colenso and Ezakheni. Three main factors have influenced the selection of these areas, that is location in relation to major access routes, location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas and development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings,

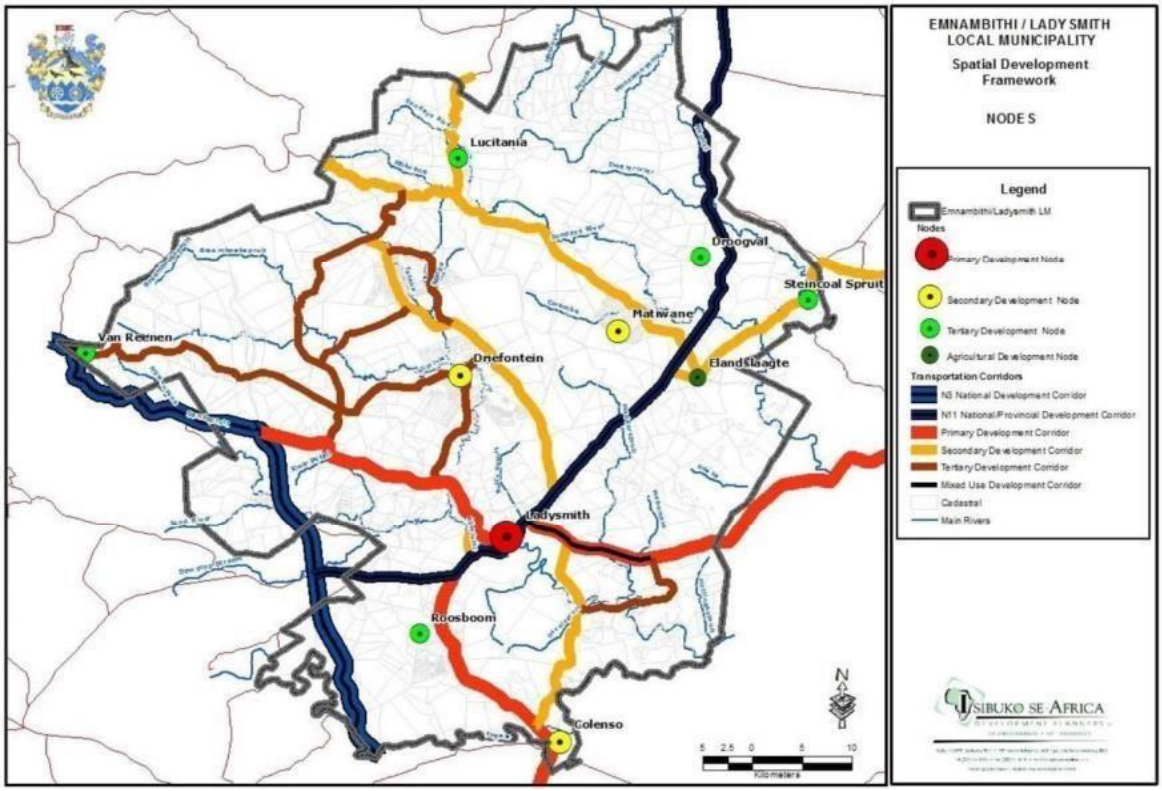
deteriorating quality of infrastructure and the associated services, and lack of investment. With most of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

- Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.
- Low-density residential development for people who want to be close to urban opportunities but live a rural lifestyle.
- Public facilities serving different at least two or more settlement clusters.

3.2.8 TERTIARY CENTRES

In addition to the secondary centres, the vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of community centres within a cluster of settlements. Driefontein, Roosboom, Matiwane and Lucitania can be classified as Tertiary centres on a municipal scale. These small centres serve as location points for community facilities serving the local community such as:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.
- The identification of tertiary nodes will be undertaken with the participation of the affected communities.



3.2.9. CURRENT LAND USE

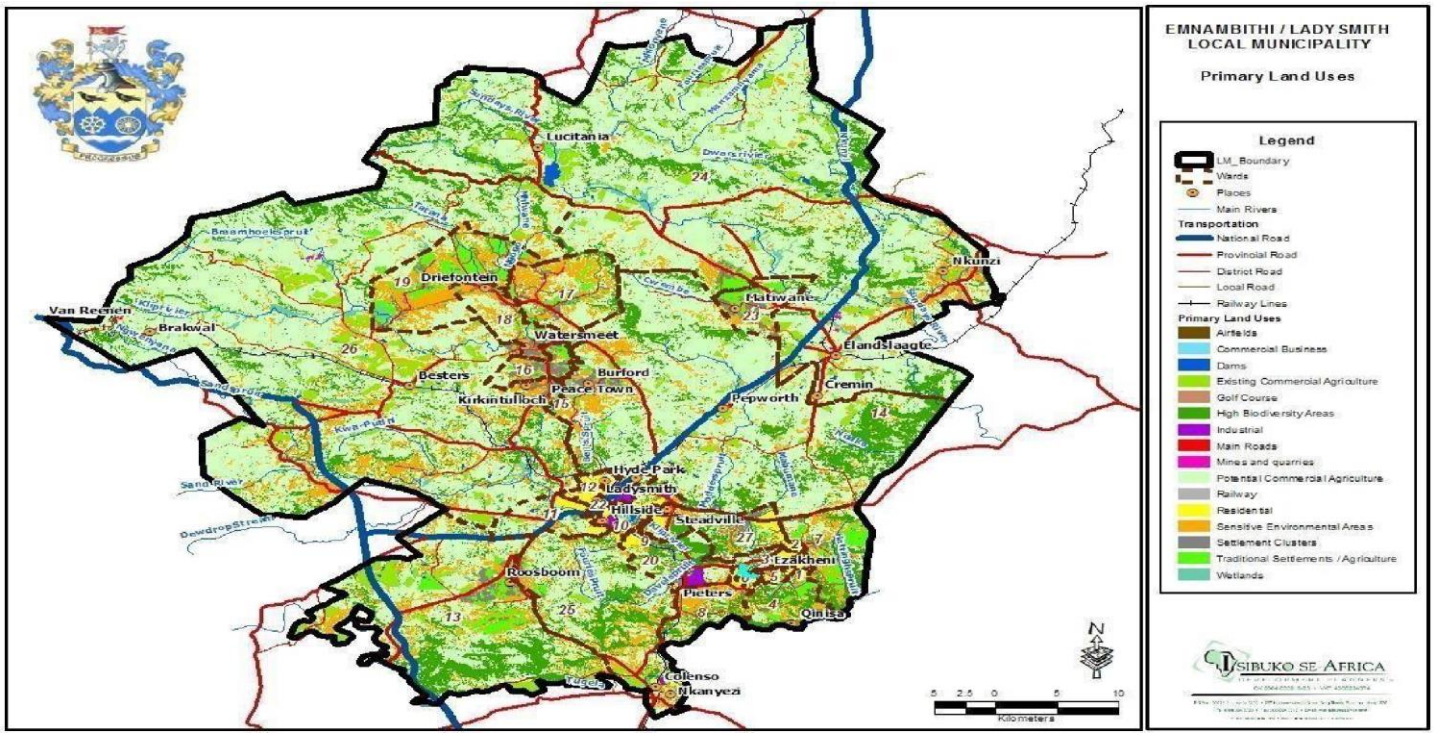
The dominant land use within Alfred Duma is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

3.2.10 HUMAN SETTLEMENTS

Settlements represent 4% of the land uses in Alfred Duma, which is a small percentage of geographical space. Most of the urban settlements and population concentration in ALFRED DUMA LOCAL MUNICIPALITY is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in Alfred Duma. Land uses within the main urban centres include residential,

commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services.

Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is to the south of Ladysmith. Other smaller settlements are scattered within the municipal landscape and include, Lucitania, Blue Bank Settlement, St. Joseph's Mission, Droogval Settlement, Steincoal Spruit (Nkunzi) and the Van Reenen.



3.2.11 Land Ownership

The pattern of land ownership within Alfred Duma Local Municipality demonstrates multiple tenure rights which ranges from freehold, communal and an array of land that is under the control of the state and government. This has implications in terms of spatial planning such that the land that is under freehold and state control is more conversant towards attracting development as well as social and economic investments. On the other hand, attracting investments tends to be more complex on communal or tribal land tends to some of the tedious procedures. The land ownership pattern within the area can be outlined as follows:

3.2.11.1 PRIVATELY OWNED LAND

The land ownership pattern within Alfred Duma Local Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwaneskop and Jonono areas within the northern parts of the municipality.

Although private ownership is common within the economically productive areas including both urban and rural areas, however the extent of its existence is also historic. Such that most of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of the whites on the other hand the farming areas with less potential for agriculture as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black.

3.2.11.2 STATE LAND

There are several land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the periphery of Colenso urban area which belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land which are administered by the Department of Rural Development and Land Reform while some are registered under as state land as well as the municipality. There are fewer properties within Ladysmith town which belong to the municipality and government.

There are some of the farms which are under land reform, but the processes have not been finalized so these are currently registered under the name of the Department of Rural Development and Land Reform. There are few properties which also belong to the parastatals. These include the railway line stations, servitudes and properties that belong to Transnet. There are also several electricity servitudes and sub-stations that belong to Eskom while the properties that accommodate the telecommunication infrastructure are under Telkom.

3.2.11.3 SYNDICATE OWNERSHIP

There are large tracks of land that are not vested in an individual but a rather complex web of social group. These include the farms that belong to different trustees. Although a clear set of rules exists to regulate the rights of all members to the land, this is the most diverse form of ownership especially in terms of getting development to be initiated within the area. In some instances, this requires tenure upgrading processes

especially for housing projects where the people who occupy the land are not the legitimate owners i.e. they pay rent to the syndicate (trust).

There are cases whereby some of the areas that fall within syndicate ownership are also occupied by the traditional council. These specifically exist within Driefontein complex as well as Matiwaneskop and Jononoskop. Ideally the tribal chiefs concerned are not supposed to allocate land for any purpose within such areas since such land does not legally belong to their traditional council's area of influence. However, this issue needs to be properly addressed as it has a potential to raise hostilities amongst the parties involved.

3.2.11.4 COMMUNAL PROPERTY ASSOCIATIONS

The number of claims implies that the land would increasingly be registered in the name of communities. The land reform beneficiaries usually form a structure called Communal Property Association (CPA). The land that has been acquired through the land reform programme is commonly procured by the Department of Rural Development and Land Reform (DRDLR) and then transferred in the name of the CPA. Each CPA is supposed to have a constitution that guides and balances the rights and obligations by its members towards the use and entitlement to their land.

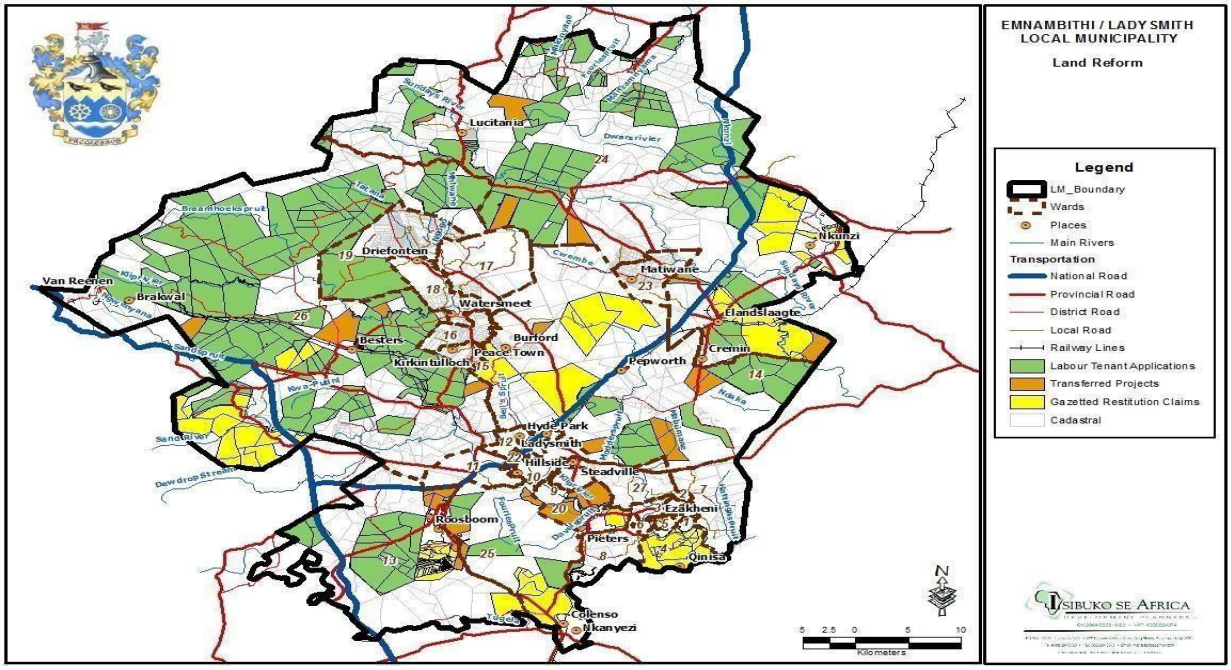
3.2.12 TENURE UPGRADING

There is no land tenure upgrading projects that have been initiated within Emnambithi/ Ladysmith Municipality. However, it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are several informal settlements that have occurred within some of the privately-owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

3.2.13 LAND RESTITUTION

A substantial amount of restitution claims was lodged with the Regional Land Claims Commission within Alfred Duma Local Municipality. With reference to the map below, there are 470 restitution claims that were lodged. 66 of these claims have been transferred and 152 have been settled. The total size of land that is under restitution claims amounts to 33 016ha and 6442ha of that land has already been transferred to black owners.

Delays in the finalisation of rural land claims create uncertainty and deny the area investment. Despite the progress that has been made in terms of resolving these land claims a lot of work still needs to be done. This relates to resourcing the new farm owned with capital and soft skills to manage the farms in a manner that ensures that these remain productive.



3.2.14 LAND REDISTRIBUTION

An extensive amount of labour tenant applications has been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assists the community to increase agricultural

production, guarantee food security, job creation and graduate small-scale farmers to commercial farmers in the agricultural sector. The emerging black farmers are funded under close supervision of the department to ensure sustainability and avoid the increase of unproductive farms. Infrastructure Assessment

3.2.15 LAND CAPABILITY

The dominant land use within ALFRED DUMA LOCAL MUNICIPALITY is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

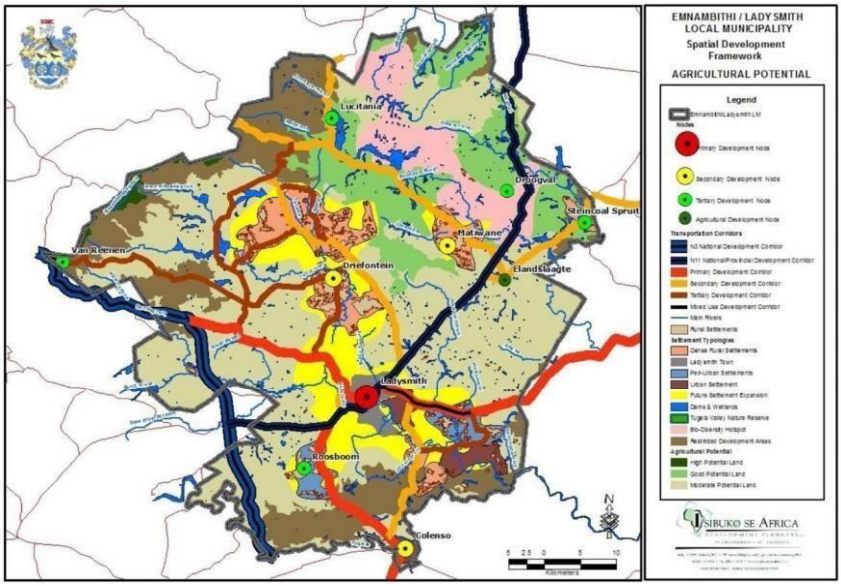
Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha).

The majority of ALFRED DUMA LOCAL MUNICIPALITY is categorised as having moderate potential, with on area in the north being categorised as good agricultural potential. The ELLM has a relatively small agricultural economy, although the livestock sector is relatively well-developed. Agricultural land (including Traditional Authority areas) covers approximately 270,000 km2 of the ADLM, which represents about 30% of KwaZulu-Natal's and 0.3% of South Africa's agricultural land (IDP 2011/2012).

Cattle farming is the dominant agricultural activity within the ALFRED DUMA LOCAL MUNICIPALITY, although sheep and dairy are also farmed. This is due to significant natural resource limitations (including unsuitable soils, climate and erratic rainfall in some areas), which limit the production of field crops and horticultural (for example fruit) production. Field crops grown within the municipality include maize, potatoes, dry beans, cabbage, onions, tomatoes, spinach, green pepper, carrot and beetroot, and horticultural crops include pecan nuts. There are also small plantations within the municipality. Game ranching and related tourism is growing within the ALFRED DUMA LOCAL MUNICIPALITY, and there are also possibilities for the harvesting of indigenous products.

The ALFRED DUMA LOCAL MUNICIPALITY previously had a significant poultry industry (especially near Ezakheni). The poultry industry has been largely abandoned, although now there is a re-emergence of small-scale poultry farmers through the assistance of the LED programs of the municipality. Farmers within the ALFRED DUMA LOCAL MUNICIPALITY include established commercial farmers, growing numbers of emerging farmers and subsistence farmers. This takes place mostly on privately-owned land, which is owned, rented or used.

The grazing capacity of the municipality, along with dryland agriculture, is essentially fully utilised / developed. Further agricultural development is therefore likely to rely heavily on the availability of water for irrigation. Water for irrigation is abstracted from the Klip River, Sundays River, and from a short section of the Thukela River, as well as smaller rivers and dams on privately owned farms. There is also one large private irrigation board dam in the upper Sundays River Valley.



LAND COVER (% of Area)

Forest and Woodland grassland plantations				**Thicket & Unimproved Forest bushland (etc) Forest**
0.7%	**0.7%**	**31.9%**	**48.3%**	**0.8%**
Dongas & sh Waterbodies Wetlands erosion scar			**eet Degraded: th s & bushland (et**	**Degraded: icket unimproved c) grassland**
0.2%	**0.1%**	**1.9%**	**2.8%**	**5.7%**
Cultivated: - temporary - Cultivated: temporary - Cultivated: temporary - s			**emi-**	

commercial dry land: commercial	**commercial/s land: residentialubsis**	**Urban / built**	**-up Urban / built-up irrigated land**	**tence dry land**
0.9%				
2.3%	**2.5%**		**0.8%**	**0.1%**
land: industrial				
Mines &				
/ transport				
quarries				
0.1%				
	0.1%			

Source: Global insight

3.3 ENVIRONMENTAL AND AGRICULTURAL ANALYSIS

C2 Cross Cutting issues (Including Spatial, Environmental and Disaster Management)

Spatial location of the Municipality

Alfred Duma Local Municipality is in the northern part of UThukela district municipality. It is flanked by Okhahlamba municipality on the western side while Imbabazane is on the Southern side with Umtshezi on the south-eastern part of the District.

The Indaka Municipality and Emnambithi Municipality (according to Notice No. 14(5) KZN Government Gazette and subsequent amalgamation proclamation by Municipal Demarcation Board (MDB) are disestablished to form the new Municipal entity (ALFRED DUMA LOCAL MUNICIPALITY) after the

2016 Local Government elections. This means this is the last IDP generation for the Indaka Council which was elected in 2011 and the very last IDP for the entity called Indaka Municipality (KZN233).

Indaka is a predominantly rural area which is characterised by extensive socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, and skills shortage, lack of resources and low levels of education are also prevalent.

District Spatial Economy



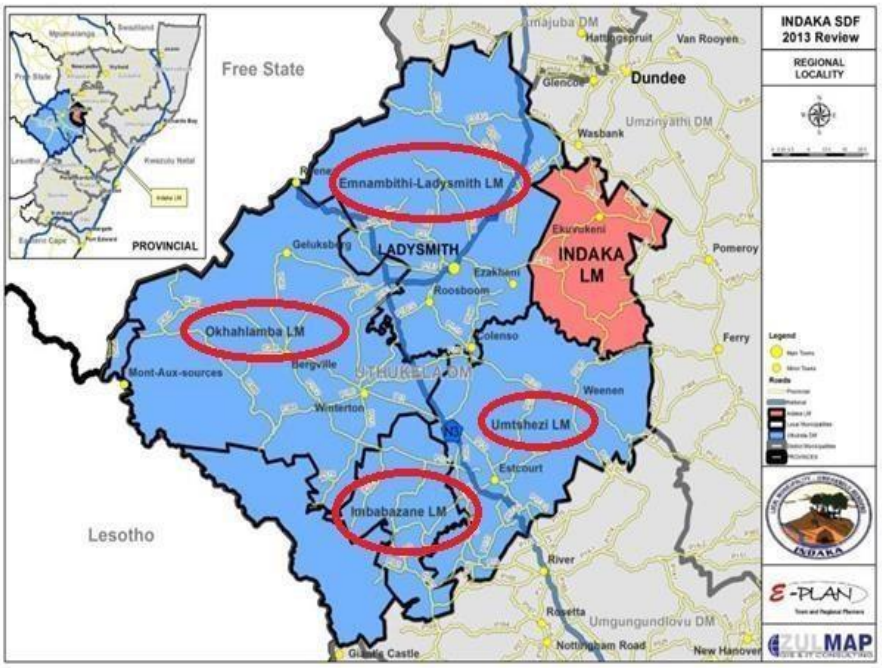
Figure 1: Spatial location of the municipality

The Alfred Duma Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Emnambithi town also contains most of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

The land around the rural areas situated at Indaka area comprises approximately 9% of the total uThukela District Municipality land area. Most of the land area falls under the Ingonyama Trust and used to be part of the former Zululand Homeland. This has rendered the area with little historical economic development and has left a legacy of impoverishment and dependency on migrant workers and social grants for socioeconomic well-being for most of its population.

ADMINISTRATIVE ENTITIES

Alfred Duma Local Municipality has a total of 27 wards. The only tribal areas within areas near Ladysmith town are the Abatungwa Kholwa Tribal Authority in the Driefontein Complex (ward 14, 17, 18 and 19). It accounts for approximately 9% (26 655ha) of the municipal area.



Regional Locality on Alfred Duma Municipality

NODES AND CORRIDORS

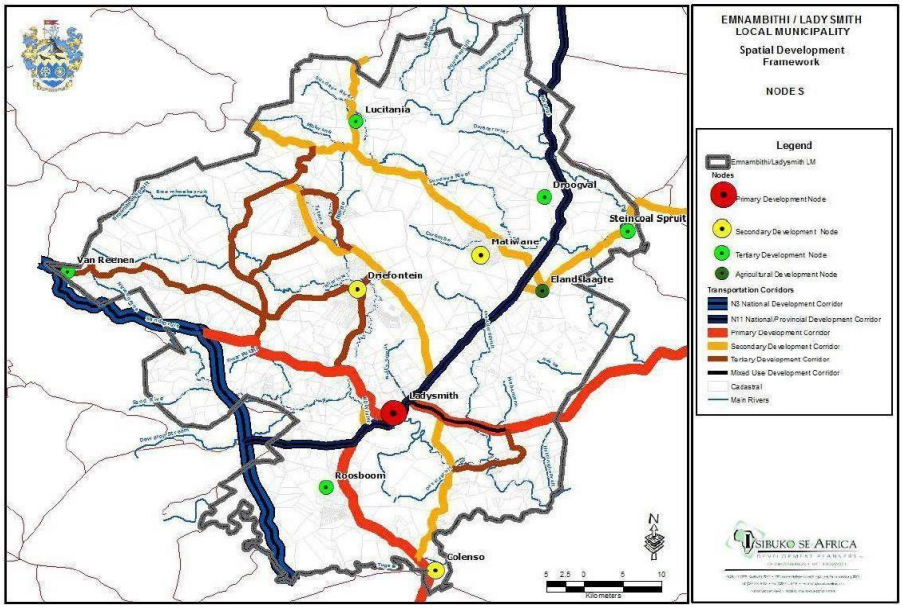


Figure 2: nodes & corridors

Primary Node

Ekuvukeni is identified as one of the primary service centre. The area has some form of semi urban setting in that it acts as a major rural service centre within Alfred Duma Municipality. It accommodates some of the municipal offices, police station and schools. The area includes a mixture of land uses namely administrative, social and settlements. Ekuvukeni should be developed further for services, business, institutional and administrative activities.

The Ladysmith Town is a sub-regional centre servicing the entire Alfred Duma Local Municipality and beyond. Therefore, this is a primary node for investment promotion and centre of supply of services in the Alfred Duma Local Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite ALFRED DUMA LOCAL MUNICIPALITYbeing recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services.

Secondary Nodes

Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less **threshold**/sphere of influence, namely Colenso and Ezakheni. Three main factors have influenced the selection of these areas, that is location in relation to major access routes, location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas and development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

There are other four centres, which can be identified as the secondary service centres these include Limehill centre

(within the Limehill Complex), Sahlumbe (within Ezitendeni – Msusamaphi Complex), Hlumayo (located within

Mkhumbane – Mgababa complex) and Ilenge (which is within the Cannibalism Route which has a potential for tourism).

These centres currently perform few functions such as service delivery and to limited extent commercial activities. The influence of these service centres is quite critical for service delivery to the complexes w here they are located which are: -

Limehill Complex – this is the largest complex within Indaka and it has a total population of approximately 64 500 people. The complex includes Ebomvini, Lionville section, School section, Hlongwane section, Ward 1A & Bb and Ward 4A & B. Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With most of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

- Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.
- Low-density residential development for people who want to be close to urban opportunities but live a rural lifestyle.
- Public facilities serving different at least two or more settlement clusters.

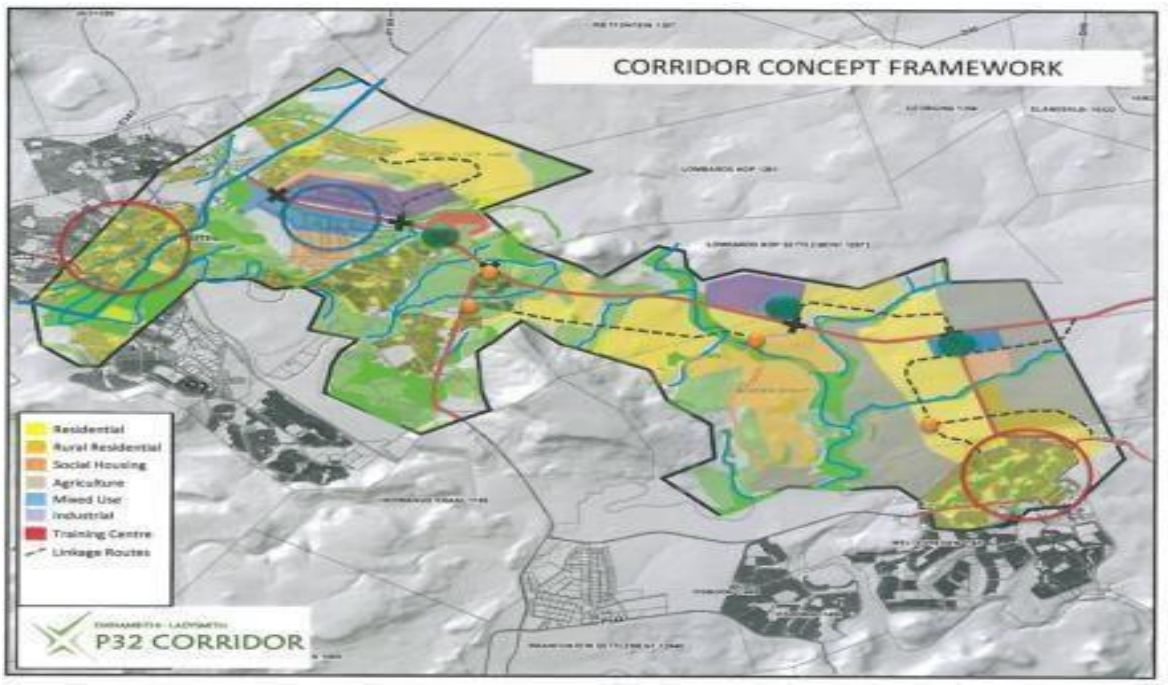
Tertiary Centres

The vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of Community centres within a cluster of settlements. Driefontein, Roosboom, Matiwane and Lucitania can be classified as Tertiary centres on a municipal scale. These small centres serve as location points for community facilities serving the local community such as:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.

There are several tertiary centres at Indaka area, which are emerging. The first one (Amabolwane – Okhalweni Complex) exists in an under-developed area and has the potential to develop into commercial centres and is intended to facilitate service delivery. Public sector investment in the form of Multi-Purpose Community Centres (MPCC) that can accommodate a range of social services and government departments should be prioritized in these areas. The other areas that are emerging as the tertiary centres within Indaka include Makayane, Mpameni, Fiffy Park, Mangweni, Cancane, Oqungweni and Mlilweni in ward 9.

THE N3 AND N11 NATIONAL/PROVINCIAL CORRIDOR



1.1 Corridor concept framework map

The N3 National Corridor runs along the south western part of the Alfred Duma. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

Development along the N2 and N11 Development Corridors should follow the following guidelines:

- The N2 and N11 are national limited access and high-speed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access Opportunities.

PRIMARY DEVELOPMENT CORRIDORS

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe has potential to serve as trade routes. These routes are also tributary routes to the national routes (N3 and N11). In addition, they serve as link roads to the major centres such as Ladysmith and Dundee. At least two existing roads have potential to develop as primary or sub-regional development corridors, these routes create opportunities to unlock new development areas and consolidation of existing areas and provides direct access to Ladysmith. The key existing primary corridors are the following:

- P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the Alfred Duma Local Municipality. It is one of the roads that carry huge volumes of vehicular

and trade related traffic. It also provides access to many peri-urban and rural settlements located just outside of Ezakheni Township.

- R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

SECONDARY CORRIDORS

A secondary corridor links the primary centre to the secondary centres and areas outside of Alfred Duma Municipality and includes the following: -

The road to Weenen (P 176) serves as a major link between Weenen and it also links Ezitendeni with Esigodini and Ekuvukeni.

There are two other secondary corridors which link Ekuvukeni with the surrounding centres and these include the corridors to Wasbank and the Corridor to Elandslaagte.

The corridor to Dundee through Ebomvini can be considered important in facilitating development and service delivery in Ebomvini (within Limehill Complex) and it is directly linked to the primary corridor that links Ebomvini with Ekuvukeni. The corridor from Pomeroy to Majaqula attempts to link Indaka with areas across Umzinyathi and has potential to serve as major tourist access routes to the Zulu Culture and Heritage Route.

Several roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provide access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

- P189 which runs through Driefontein and serves as the main access route to Settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.

- P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.
- P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.
- P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

TERTIARY CORRIDORS

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as Follows:

- Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Lime hill/Ekuvukeni Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.
- P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.
- The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open the area between Cremin and St Chads for future residential development.

Agricultural

This Agricultural Development Plan for Alfred Duma Local Municipality (ALFRED DUMA LOCAL MUNICIPALITY) Constitutes the final phase of this project and follows on the Status Quo review of the agricultural sector in the Municipality's area of jurisdiction. (*Environ Development*

October 2005)

The Status Quo report revealed an agricultural economy in ALFRED DUMA LOCAL MUNICIPALITYcharacterized by:

- Dominance of beef ranching;
- Significant natural resource limitations (soil/climate/rainfall);
- Limited cash crop production;
- A growing trend to game ranching and related tourism;
- Substantial progress with land reform and transformation in land ownership;
- An urgent need for improved communications and networking between institutional role
- players in agriculture; and
- Significant and growing informal residential settlement in rural farming areas.

Conservation of agricultural resources

No agricultural development is sustainable in the long term if the natural resources (soil,

Vegetation and water) are not conserved. The most relevant legislation in this case Comprises:

- The Conservation of Agricultural Resources Act (Act 43 of 1983); and
- The National Environmental Management Act No. 107 of 1998
- The National Water Act No. 36 of 1998
- Development Facilitation Act No. 67 of 1995
- Town and Regional Planning Act No. 19 of 1984
- Sub-division of Agricultural Land Act 70 of 1970

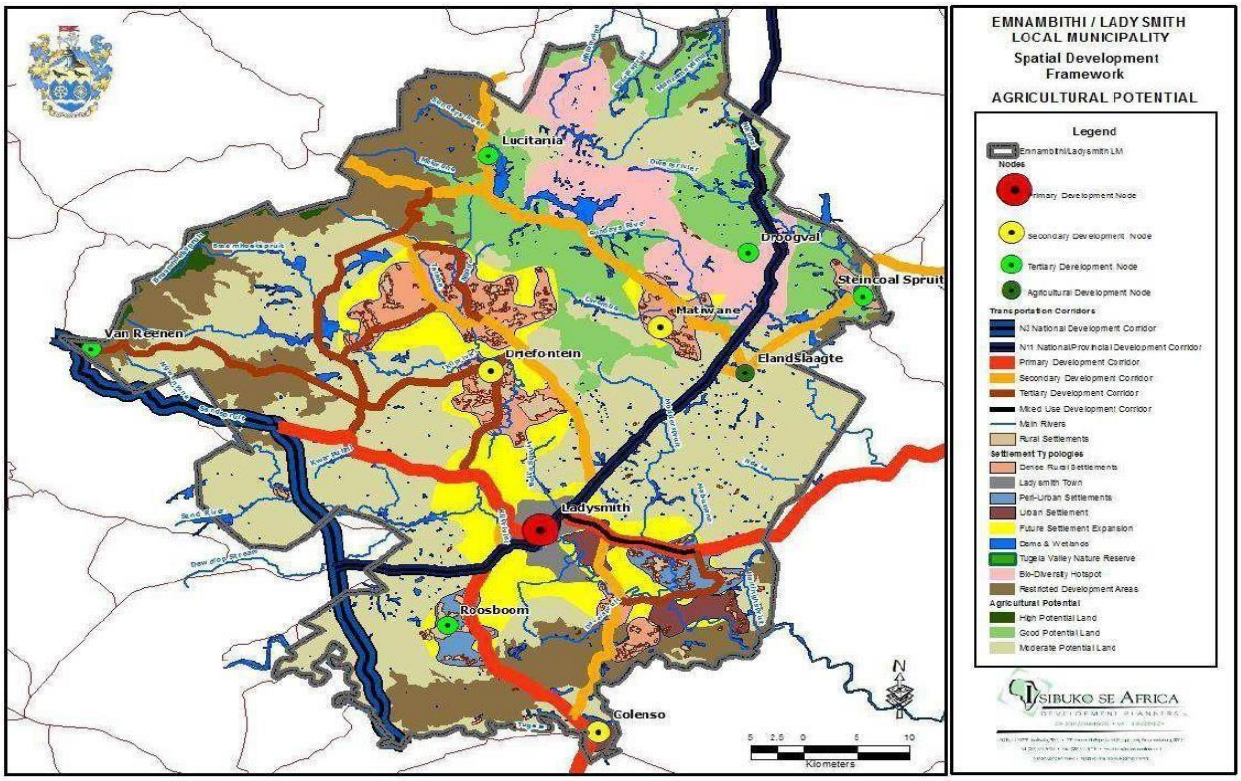


Figure 3: Agricultural potential

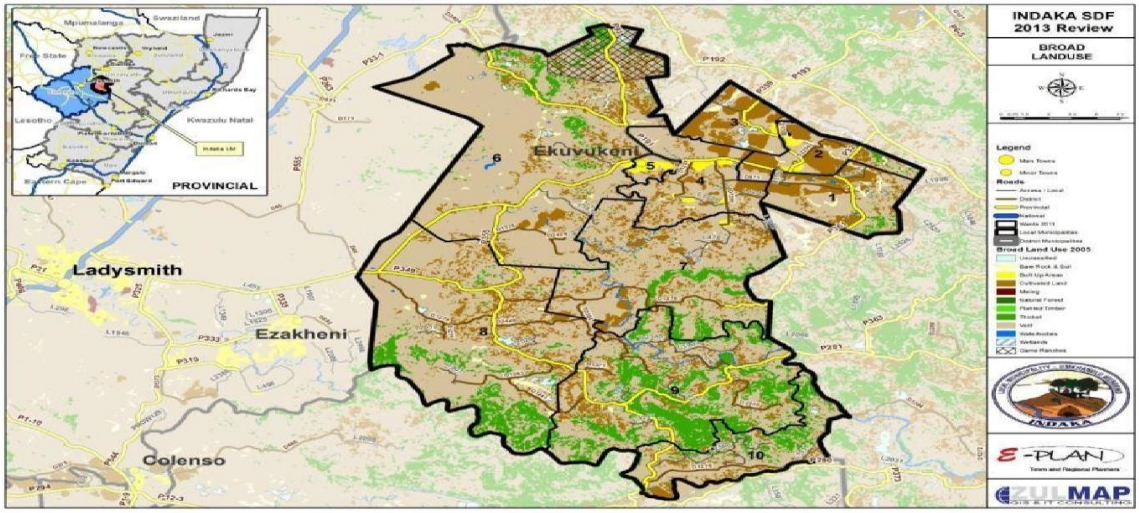
LAND USE

Approximately 48% of the land within the east part of Alfred Duma Local Municipality falls under the control of the Ingonyama Trust, the remaining 52% falls either under state ownership or private owners. 29,000 ha of land (84 farms) is subject to land claims from the adjoining tribal authorities or communities affected by the forced removals which took place in the early 1960's to 1980's. At present this is a limiting factor on development as little can be done until the land claims are resolved.

Commercial Agriculture

The dominant land use within ALFRED DUMA LOCAL MUNICIPALITY is commercial agriculture, which covers 189

125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agricult ure consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agricultur e category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development. Settlements rep resent 4% of the land uses in ELM, which is a small percentage of geographica l space. The majority of the urban settlements an d population concentration in EL M is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso.



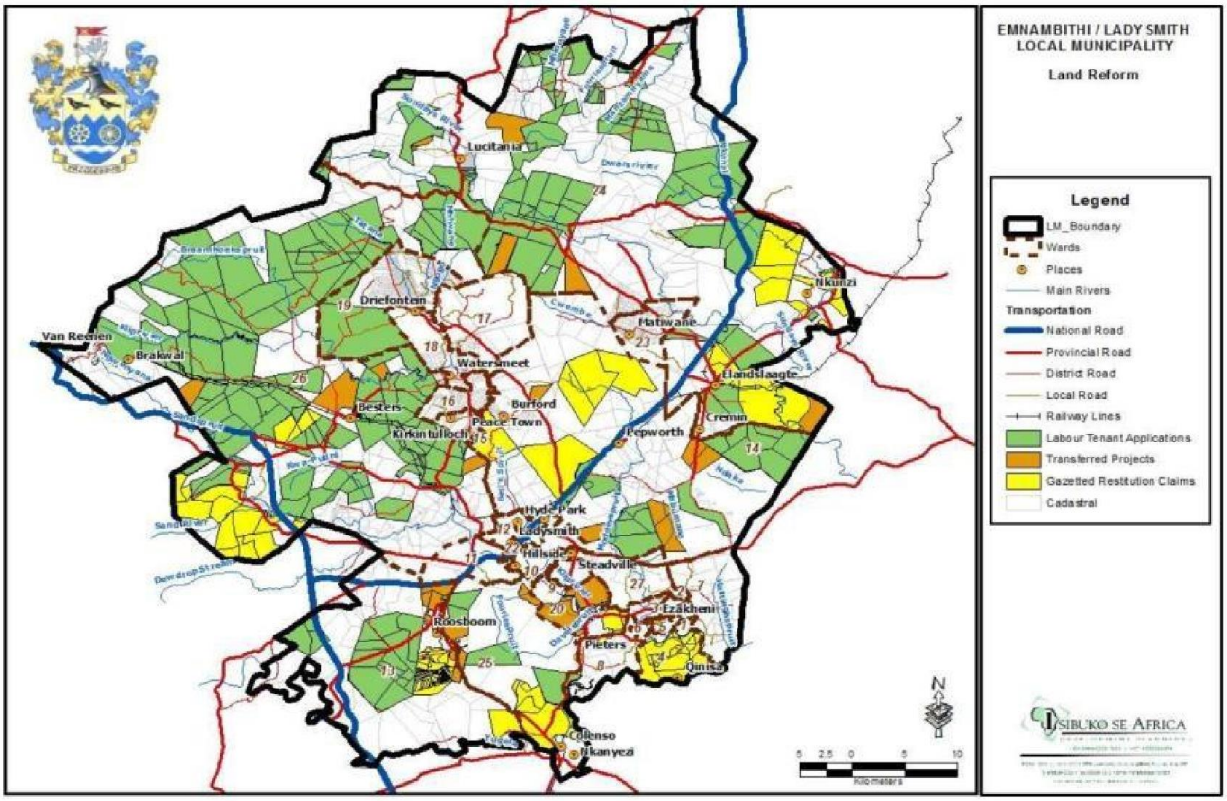
would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are several informal settlements that have occurred within some of the privately-owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

Land Redistribution

An extensive amount of labour tenant applications has been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but

over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assists the community to increase agricultural production, guarantee food security, job creation and graduate small-scale farmers to commercial farmers in the agricultural sector. The emerging black farmers are funded under close supervision of the department to ensure sustainability and avoid the increase of unproductive farms. Infrastructure Assessment



Legislation guiding the Environment Planning and Management

National Environmental Management Act

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for cooperative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-coordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.

Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Section five of the Act refers to the control of activities that may have a detrimental effect on the environment**.**

Strategic Environmental Plan (SEP)

The Strategic Environmental Plan (SEP) provides a synthesis of the environmental opportunities and constraints to development in the form of a management framework for environmental decision making. The SEP gives the core components and activities (tasks or action plans) that the relevant stakeholders must undertake to ensure sustainable development within the municipality.

The SEP is to be followed, at project level, by Environmental Impact Assessments and their associated Environmental Management Plans. The SEP does not replace these documents as the scale of the SEP differs in that it is larger than that used at a project level study. However, the project level study should take its lead from the framework and specifications detailed in the SEP.

Since the SEP considers a larger geographical area than EIAs and project level EMPs, it is in the unique position of being able to identify the cumulative impacts of development projects on the environment. Therefore, the

SEP can warn of the increasing negative cumulative impact of such development projects, thus allowing for better management of the environment. In addition, the SEP prescribes mitigation measures for possible impacts through environmental guidelines and monitoring requirements.

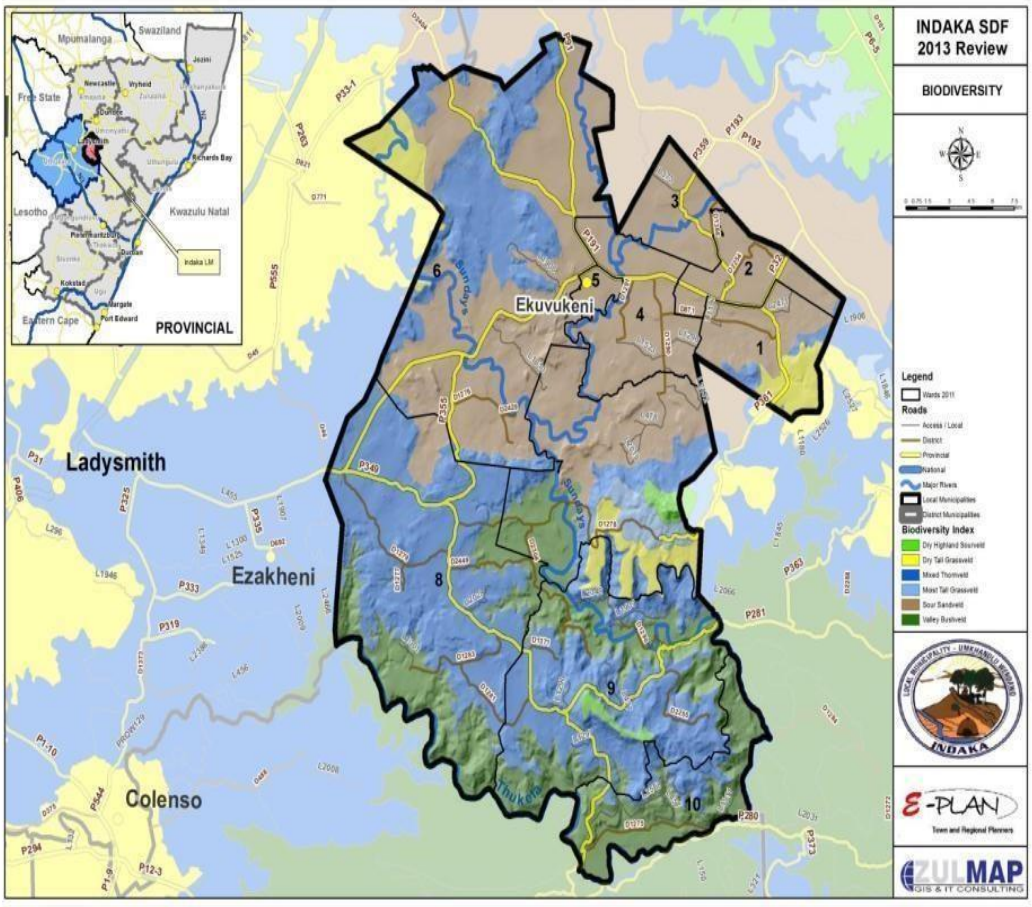
The Aims and Objectives of the SEP

The primary purpose of this SEP is to provide guidelines that will facilitate sustainable development in the ALFRED DUMA LOCAL MUNICIPALITY. The SEP serves to integrate available information relevant to the study area with issues collected through a public participation process to formulate a Vision, Opportunities and Constraints, and Strategies to achieve the Desired State of the Environment. This is achieved through the provision of guidelines and procedures that are to be implemented in managing proposed developments within the study area. It should be noted that the strategic objectives and the action plans of the SEP must be integrated with development applications to ensure progress toward the desired state of the environment. Attaining this objective will require that decision makers obtain relevant information during the implementation of the Environmental Impact Assessment process.

Protected Areas

The high biodiversity areas within the Ladysmith Municipality are found within the rural lands where urban disturbances are not prominent, therefore they fall under the rural scheme and according to the Ladysmith rural scheme a high percentage of the conservation areas have been designated but not yet proclaimed nationally as conservation areas. There is only one conservation area within the Alfred Duma Local Municipality jurisdiction proclaimed by SANBI and department of environmental affairs which is the Tugela Drift Nature Reserve.

Alfred Duma Municipality Biodiversity Management



The land use scheme is set to provide essential environmental, social and r e creational services to reserve land for sustainable development to be realised. As result there are three categories within the rural land use scheme which are the Agro Biodiversity, active open space and conservation which are further declared pe otected a reas from 1 to 3. The Agro Biodiversity adheres to 4 points of interest which focus on the areas that have been proclaimed and agreements set for biodiversity areas, critical biodiversity areas, support areas for ecological terrestrial and landscape corrid ors. While active open space focuses on an effective development and management system for sustainability through recreational facilities such as camping areas etc. The Conservation category is focused on conserving endemic flora and fauna in sensitive ec ological environments as well as permitting limited and specific developments.

Fauna and Flora

The KZN province has a rich and diverse biodiversity, with a number of the species being endemic to KZN, that is are not found in the rest of South Africa or elsewhere in the world such as the Alfred Duma Municipality is made up of mainly two prominent biomes which are the Grassland covering 25 0135.4 hectors which is 84.37% of the Municipality as well as the Savanna Biome which extends to 46 348.5 Hectors and that is 15.63%of the Municipality .

Within these two biomes there is endemic biodiversity of the flora and fauna which inhabits these environments (SANBI).

Flora

There are 11 prominent vegetation types within the Alfred Duma Local Municipality which are abundant in species richness.

Name	**Size**
Montane Shrubland (0.19% of municipality)	**Basotho** 557.4ha
Eastern Free Grassland	2724.2ha (0.92% of State **Sandy** municipality)

(0.02% of municipality) **Freshwater Wetlands**	**Eastern Temperate** 52.9ha
(0.52% of municipality)	**Income Sandy Grassland** 1555ha
Natal Highland (17.66% municipality)	**KwaZulu-Thorn** 52357.2ha of **veld**

Escarpment (13.11% of **Moist Grassland** municipality)	**Low** 38863.7ha
Northern Afro temperate Forest (0.57% of municipality)	1700.8ha
(47.36% of **Natal**) **Moist Grassland**	**Northern** 140409.5ha **KwaZulu-** municipality
Northern 10689.9ha (3.61% **KwaZulu-Natal** of municipality) **Shrubland**	
Thukela (15.86% of municipality)	**Thorn veld** 47024.9ha
	548.5ha (0.19% of municipality)

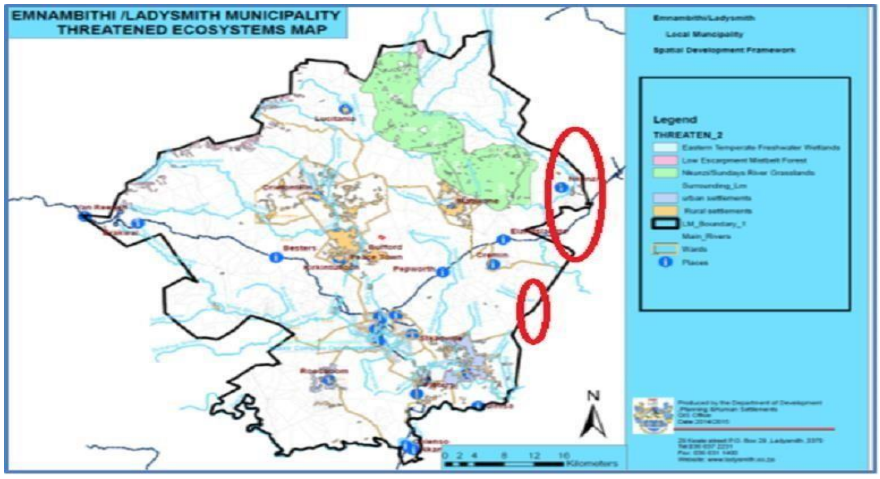
Thukela	
Valley	
Bush veld	

Table 1 showing the Alfred Duma Municipality 11 vegetation types

According to the Bioresearch Group classification of the vegetation of KZN by Camp (1996) as used by the Department of Agriculture, the main veld types in the area as follows:

- Moist Highland Sourveld (MHS) prevalent in the high precipitation areas at Majuqula settlement and the area on the
- plateau to the south of Emfundeni.
- Dry Tall Grassveld (DTG) a small biome in the area on the boundary of wards 1 and 2.
- Moist Tall Grassveld (MTG) on the plateaus with higher rainfall in the North West and eastern areas.
- Mixed Thornveld (MT) prevalent on the slopes and plateaus in the southern part of the municipality and is the largest biome in the municipal area. Much of the Mixed Thornveld has good potential for animal production. Where bush encroachment has occurred, the possibility of introducing browsers in the form of goats can raise the potential for animal production, using the grassland with grazing animals and the woody species with browsers. Management of a high quality is necessary to successfully apply this type of farming. There is a potential for game farming as indicated by the success of the introduction of wild animals into the Weenen Nature Reserve.

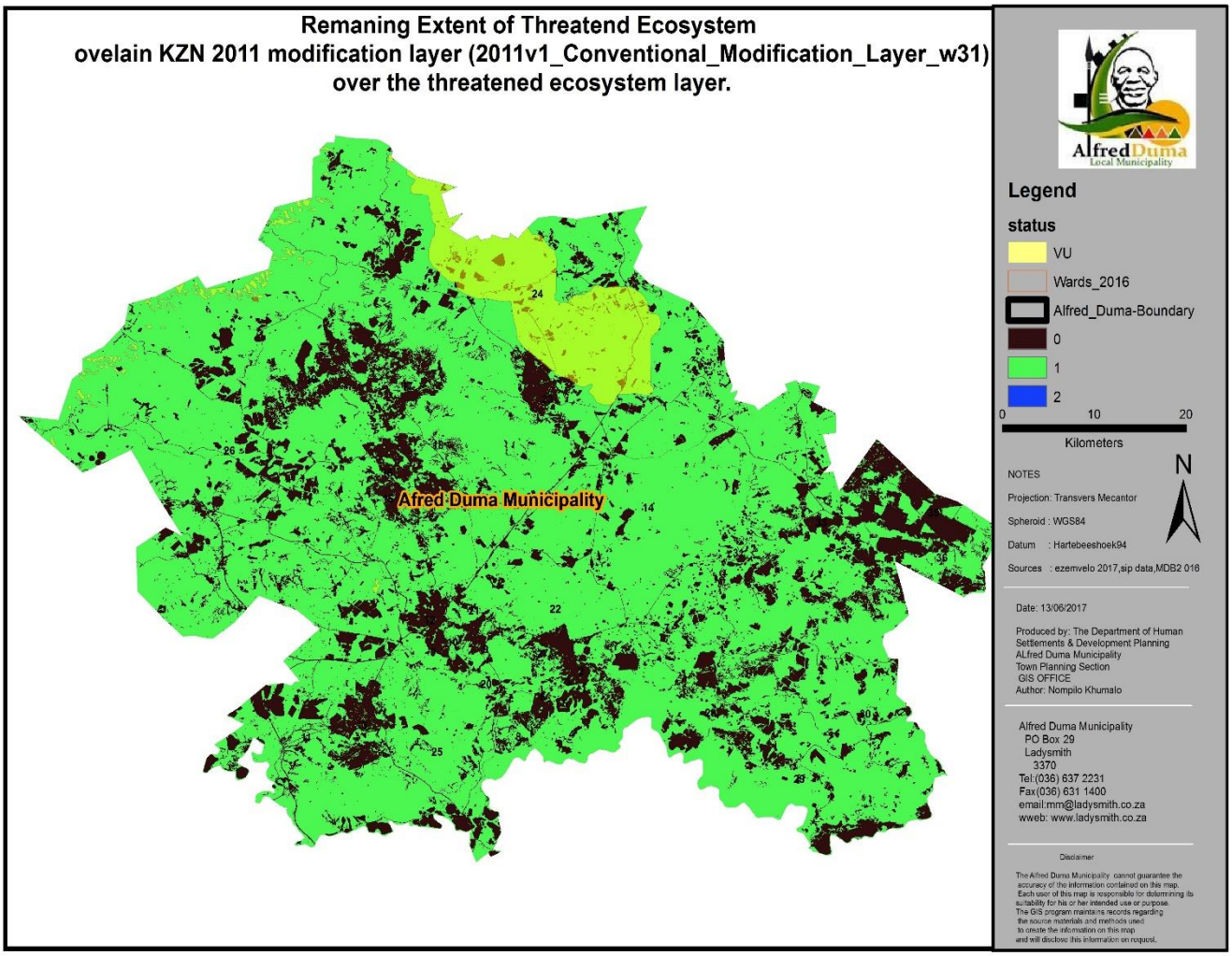
- Moist Transitional Tall Grassveld (MTTG) Prevalent in the Majuqula area Valley Bushveld (VB) prevalent in the Sundays and Tugela river valleys. The Valley Bush veld is found in the hot valleys of the major rivers of the Province. Neither sheep nor dairy cattle are suited to these warm areas. Sheep suffer from a variety of diseases, while the high temperatures and the extensive nature of farming do not suit dairy production. Beef and game farming are, however, well suited to the region. Because the veld is sweet, grazing is provided for the beef breeding herd throughout the year, without the need for supplementation.
- Sour Sandveld (SS) prevalent in the northern part of the municipality, livestock production potential of the natural Grassveld is somewhat lower than in the Dry Tall Grassveld In Ladysmith the Northern Afro temperate Forest is restricted to low ridges and mountain Kloofs where the northern Highveld is interrupted as it's relatively low within the Emnambithi Municipality jurisdiction it's found on the slopes and scarps of the Low Escarpment which is between Pongola Bush near Piet Retief and Van Reenen's. The patches arise at altitudes amongst 1 450 and 1 900 m, with outliers as low as 1 100 m and around 2 000 m (.). The Northern KwaZulu-Natal



Moist Grassland occurs almost on the entire Thukela Basin with the most intense areas being Bergville, Winterton and north of Ladysmith. The vegetation and the landscape features are of the rolling and hilly landscapes infringe up the valleys, typically on disturbed sites which are strongly eroded.

Threatened Ecosystems

Within Alfred Duma Local Municipality there are three species deemed as vulnerable which cover about 25682.4ha (8.7% of municipality



Above details threated eco systems in the Alfred Duma Area

Name	Size
Eastern Temperate Freshwater	50.9 ha (0.02% of municipality)

Wetlands	
Lo w Escarpment Mistbelt Forest	1638.4 ha (0.55% of municipality)
Nkunzi/Sundays River Grasslands	23993.2 ha (8.09% of municipality)

FAUNA

Family	Species	Conservation Status
Fish	*Barbus pallidus*	**Least Concern**
Amphibian	*Leptopelis xenodactylus*	**Endangered**
Amphibian	*Afrixalus spinifrons*	**Vulnerable**
Bird	*Bugeranus carunculatus*	Critically Endangered
Bird	*Hirundo atrocaerulea*	Critically Endangered
Bird	*Anthropoides Paradisea*	Vulnerable
Bird	*Balearica regulorum*	Vulnerable
Bird	*Bucorvus leadbeateri*	Vulnerable
Bird	*Gyps africanus*	Vulnerable
Bird	*Hemimacronyx chloris*	Vulnerable
Bird	*Neotis denhami*	Vulnerable
Bird	*Lioptilus nigricapillus*	Near Threatened
Bird	*Zoothera gurneyi*	Near Threatened
Insect	*Chrysoritis aureus*	Rare
Insect	*Iolaus diametra natalica*	Rare
Insect	*Durbania amakosa flavida*	Indeterminate
Mammal	*Chrysospalyx villosus*	Critically Endangered

The fauna that inhabits the ALFRED DUMA LOCAL MUNICIPALITY area comprises of various mammals; arachnids, various reptile species, insect species, amphibians and various bird species. The Mnambithi Game Reserve which covers approximately 20 000 acres of land is located approximately 25kms east of Ladysmith. This private game reserve is the only reserve in the region with the big five, namely buffalo, elephant, leopard, lion and rhino and has over thirty other species of game including giraffe, hippo, hyena, impala, springbok, and zebra.

The vegetation types include grasslands, savannah, thorn veld and Acacia trees. The Sundays River and its waterfalls provide the habitat for various birds' species.

The Nambithi Conservancy is located at Elandslaagte within the Alfred Duma Local Municipality region. According to Kanz et al (2009) important bird species were identified and their roosting and nesting sites were identified as a critical biodiversity area (CBA). Crane critical biodiversity areas were identified within the ALFRED DUMA LOCAL MUNICIPALITY north and southwest of the Ladysmith town. Oribi critical biodiversity areas identified within the ALFRED DUMA LOCAL MUNICIPALITY are located north and northeast of the Ladysmith town. It is important that the vegetation cover in these areas is maintained and protected which will continue to provide habitat and food sources for these

critical bird species.

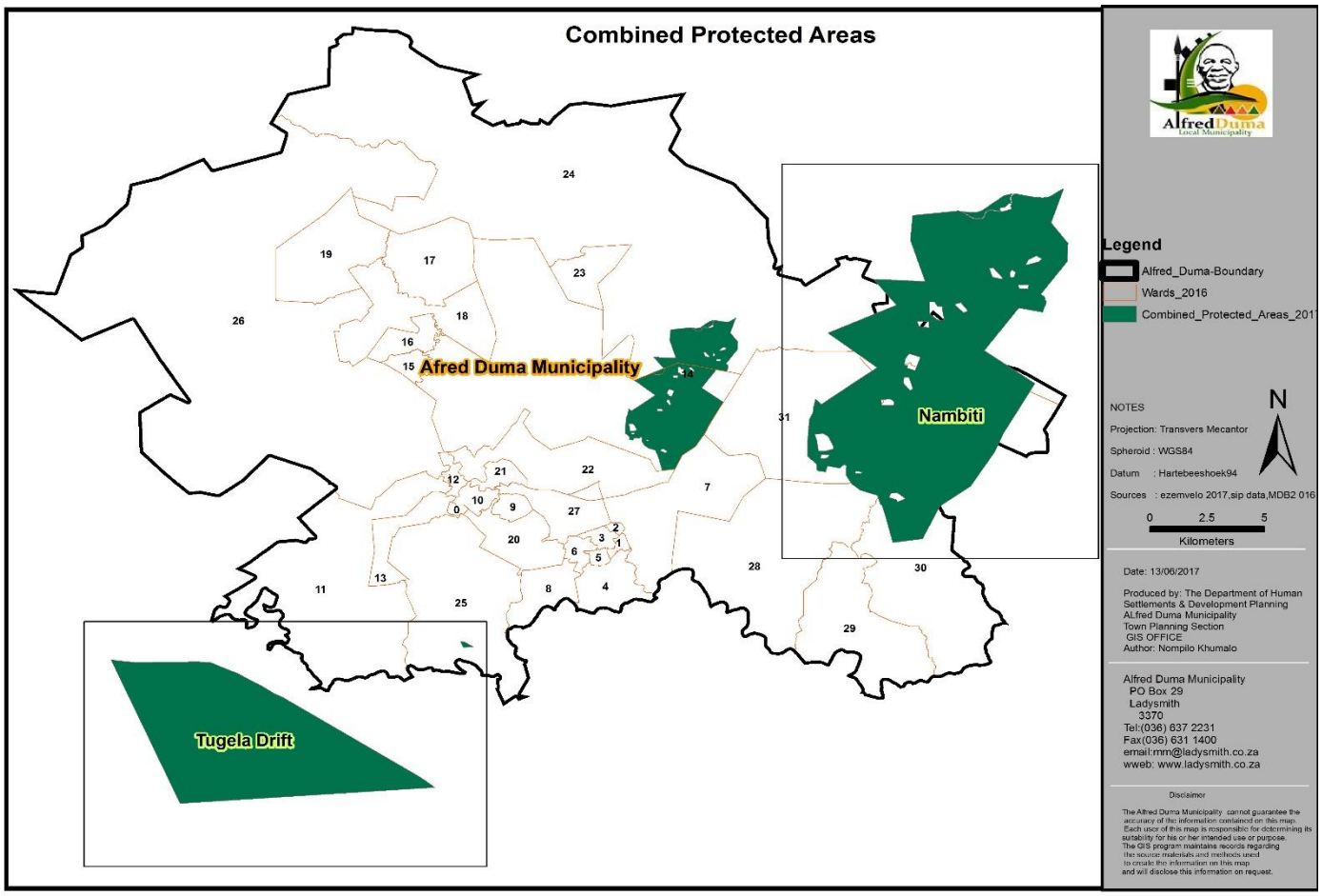
Table 2: The table below indicates species that currently exists and that have the potential to extinctions

3.4 Protected Areas

Currently there is only one formally protected area within the ALFRED DUMA LOCAL MUNICIPALITY, namely the

Tugela Drift Nature Reserve. This nature reserve is located on the banks of the Tugela River, south of Colenso town. The accompanying map indicates that a very small section on the north-western municipal border has an endangered conservation status. From a conservation perspective the central and northern parts of the ADM are characterised as vulnerable.

These areas include the Driefontein town and the settlements in the central and northern parts of the ALFRED DUMA LOCAL MUNICIPALITY. Areas with least threatened conservation status are dominant in the central and the south parts of the ALFRED DUMA LOCAL MUNICIPALITY. These areas include the Ladysmith, Ezakheni and Colenso towns and most of the settlement's areas surrounding them. Areas northwest and northeast of



Ladysmith town indicate a least threatened conservation status.

Combined protected areas of the Alfred Duma Local Municipality.

Hydrology

Alfred Duma Local Municipality is characterized by three drainage systems – uThukela, Sundays River and Klip River. The fast-flowing uThukela Rivers form the southern boundary of the municipality, with tributaries drainage southern wards to the river.

Sundays River drainage basin forms the major proportion of Indaka municipal area. The flowing of these rivers through the municipality is viewed as an opportunity because they act as centripetal force to the industries to the municipality and also make water supply projects possible to the municipality.

The Klip River and the Sundays Rivers are the main prominent rivers within the ALFRED DUMA LOCAL MUNICIPALITY Area along with its tributaries which drain into the UThukela River which is the largest river system in the KwaZulu-Natal Province. Due to the extensive size and location of the UThukela River by the river banks Ladysmith has been prone to severe flooding and the last sever flood was in 1996 where hundreds of families where affected.

Hydrological constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities
1.Fooding –common to minor flooding yearly	1. Implementation of the Ladysmith Flood Control limiting flooding events
2. Increased water demand due to population growth	2. UThukela Vaal scheme for water allocations for use such an irrigation for agriculture
3. Depleting water structure requiring upgrades	3.Utilization of ground water to supply rural communities within a distance of 300 to 500 km
4. High frequency of storms resulting in soil erosion and	4. Wetland ratification through ground water for biodiversity protection and tourist attraction to boost the economy within the

	flood damage of houses District.

Alfred Duma Municipality River Systems

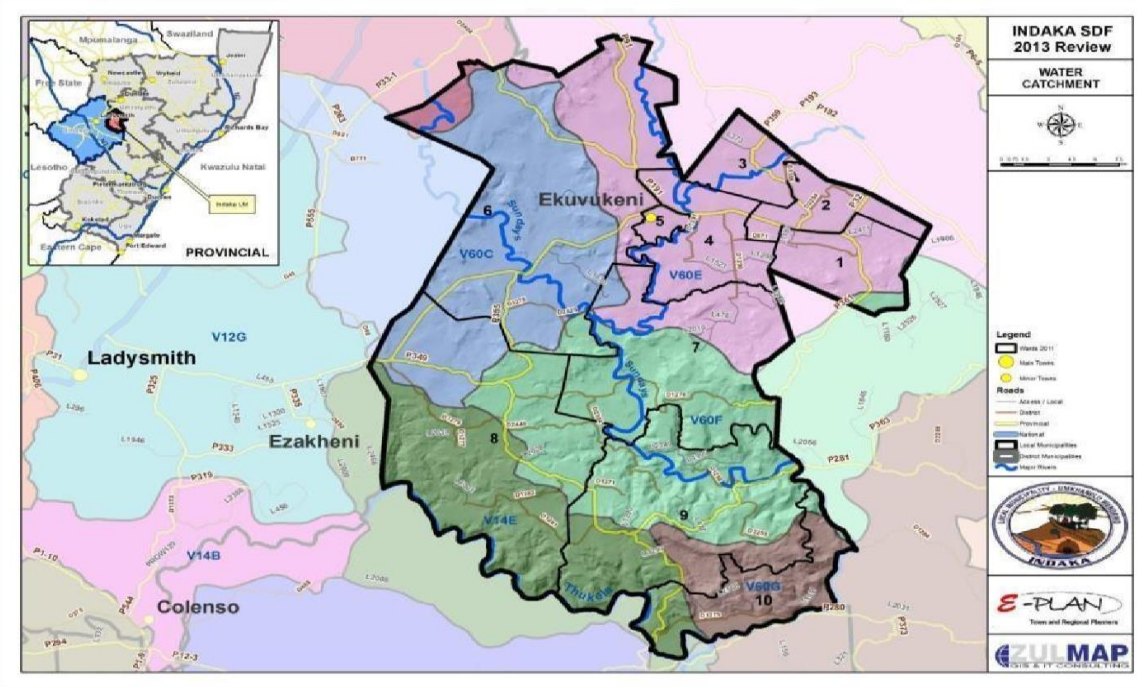


Figure 6: River System

Since the establishment of Ladysmith there have been 29 floods, the Qedusizi dam construction in 1998 decreased the frequency and magnitude of flooding, only minor flooding occurs yearly. The capacity of the Qedusizi Dam is 133 295 megalitres with the surface area of 19 594 km² which enables the oscillation of rainfall controlling the flooding.

The irrigation system in Ladysmith is mainly sourced from the Klip River and Sunday's river and partially from uThukela; this supplies the town and townships a long with the rural areas but the storm water drainage system within the Townships and Colenso are inadequate but the Ladysmith Municipality is in the process of upgrading /improving these structures by implementing the infrastructure maintenance plan, fur thermore the uThukela Municipality is in the process of improving the water irrigation system by the introduction of the Water master Plan which establish new Reservoirs draining from the Spioenkop dam which will feed the existing Reservoir structures and the Ladysmith and UK hahlamba along the east side of Alfred Duma Municipality will be serviced efficiently.

Climate

This Climate change response plan has been set for UThukela District, in spheres that the different departments and components within the district municipality have direct control over and are able to influence. Responding to climate change will require collaboration with a number of sector departments and the municipalities, these have been noted here. Secondly there is clear and distinct need to educate and inform the residents of the UThukela district of the dangers

of Climate change as well as explaining why some infrastructure developments are designed and built with the anticipated effects of climate change.

The climate for the Ladysmith region is relatively mild with the rainfall averaging within the region of 750m which falls predominantly in the months of summer as indicated in the South Africa rain fall Map the Ladysmith region falls under the region of 500 to 2 000 mm. The winters are by a temperate climate with warm to hot summers and mild to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter sunshine averages almost 7 hours a day, some of the highest in the country.

Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.50C. The highest temperatures are experienced during the month of January where temperatures reach 30 ºC. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.

Table 3: showing the climate constraints and opportunities for Alfred Duma Local Municipality.

Constraints	**Opportunities**	
1.Fluctuation al high temporal climate result	High solar radiation and low degree of cloudiness makes ADM suitable for solar energy generation mitigation for the coal generated energy	1.

in agricultural production	
2. Limited water storage and Reservoirs due to the high evaporation **rates**	2. The amenable climate for tourism as ADM is surrounded by beautiful landscape, valley encircled by the Drakensburg Mountains
3. Climate change effects at a global and local scale with ozone depletion the natural environment is altered resulting in depleting resources.	3. Utilization of the land with agricultural potential subjected to the irrigation of ground water.

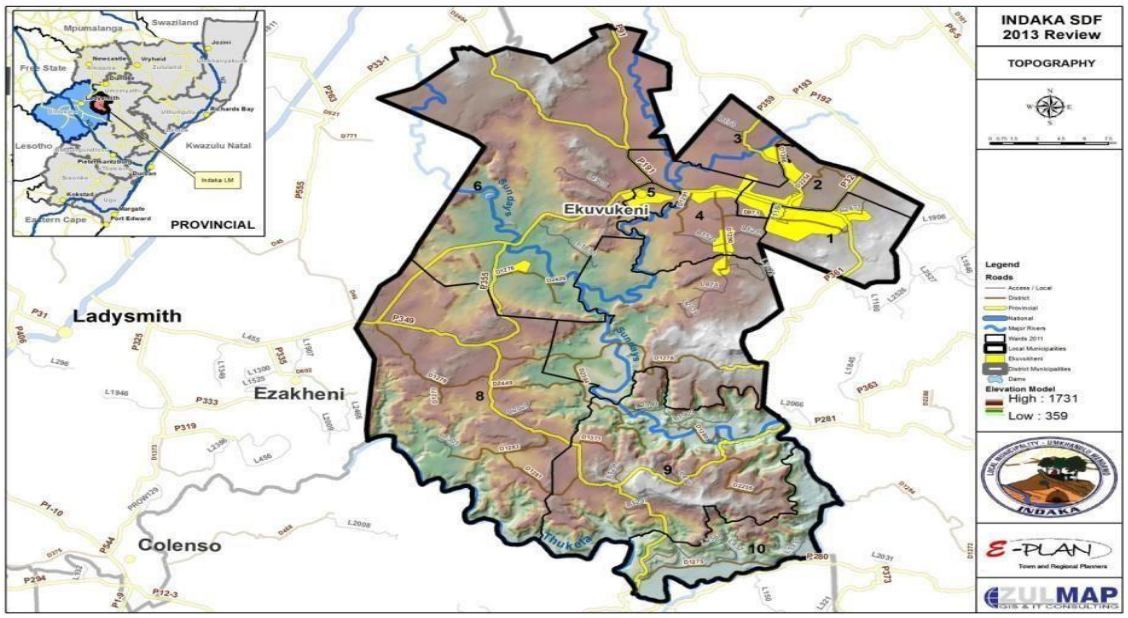
Topology

The ALFRED DUMA LOCAL MUNICIPALITY ‘s diverse topology is defined by the hilly, undulating landscapes, moderate to steeply slopes , broad valleys and flat plains along with the rolling hills as Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest the Drakensberg Mountain Range forms the escarpment that characterises the Ladysmith Topology. This makes Ladysmith an attractive tourist destination also the topology provides an opportunity for large scale development for commercial and for the exploration of the natural environment.

The southern areas of Alfred Duma Local Municipality, comprising the Sundays River Valley and the UThukela River gorge, are topographically rugged, characterized by deeply entrenched river valley and broken ridge lines. Due to the steep gradients and relative inaccessibility of these areas, settlement tends to be more limited and dispersed.

Agricultural potential is limited, and limited agricultural activity is practiced.

The northern portion of the municipality is part of the central plateau extending from Ladysmith to Wasbank. The area is characterized by gently sloping land, with extractions of dolomitic capped koppies and ridges. The most prominent of these are Jobskop (1,734 m), Stuurmanskop (1,125 m), Mancilwane (1,054 m) and Cancane (1,192 m). Within this flatter area, the average elevation varies from 100-1,500 m. Much of this northern area is degraded due to overstocking and erosion.



Geology

The Ladysmith region geology terrain is braded by the predominately rolling terrain and the second broken terrain, the slopes range moderately but there are some steep slopes areas. As the Ladysmith is dominated by the Grass and the Savanna biomes there are mainly flat plains and rolling within the escarpment itself. The landscape geology is characterised by mudstones, shales and fine-grained sandstones of the Beaufort and Ecca groups along with Karroo super-group and limited Jurassic dolerite intrusions

From the map it's clear that the Ladysmith region falls within the category of the Beaufort and the Ecca Group.

Beaufort sediments are largely argillaceous (clay rich) In higher rainfall areas like Kwa Zulu Natal and on older landscapes red coloured neocutanic B horizons similar to those on Ecca sediments can form which have a high Agricultural potential but generally the soils on Beaufort sediments, particularly those on rolling and steeply sloping land are shallow and poor (Merryweather Environmental, 2008)

Figure 8: ADLM Soil Classifications

The Ecca group soils have originate from clastic sediments deposited from the Permian period as a result forest vegetation developed at wide ranges resulting in a wide spread coal deposits. Due to these characteristics in the

ADM geology coal plants have been discovered in the Colenso and most recently in the Drienfotein Area. With the proper implementation plan of excavating this coal resource the ADLMeconomy will be boosted greatly and a number of livelihoods will benefit greatly from natural resource.

Figure 9: showing the Geological constraints and opportunities for Alfred Duma Local Municipality

Constraints	Opportunities
1.The Karoo super group soils are easily eroded by wind and water if stripped of a healthy vegetation Layer (South African National Parks)	1. Flood control with river banks furnished with vegetation minimizing erosion of these soils
2. Degraded veld with poor fodder to sustain herbivores(South African National Parks)	2. Beaufort and Ecca group soils found on less steep slopes have high agriculture productively (Merryweather Environmental, 2008)

Air Quality

Air Quality Management is a shared function between the District Municipality and the Local Municipalities. According to the South African Air Quality Information System (SAAQIS) the republic of South Africa along with

Senegal are great examples for being the most transparent country on its air quality monitoring network coverage which has good figures.

As the population inclines, Southern Africa's demand for land also increases, contributing directly and indirectly to deforestation. Deforestation rates in Southern Africa was greater than other areas of Africa in the 1990s and are predicted to stay high in this developing region, low-grade fuels are used to meet high demands for food, and energy (UN Climate Change Convention,2013). Sulfur dioxide ($SO_{2)}$ and Carbon Dioxide (CO_2) are released in the air, and due to deforestation and the growing amount of air pollution, the air pollutants in the atmosphere are slowly building up.

During the winter, pollutants are trapped in the air due to the high pressure and are unable to move or dissipate. In the summer, due to the low pressure, pollutants are dissipated through unstable circulation. Many women are also cooking indoors with fossil fuels, which is the main cause for the health problems in women and children.

75.2% of Southern Africa's energy come from Highveld areas, where 5 of its 10 Eskom Power Stations are the largest in the world. Highveld areas are above sea level, making the oxygen level 20% less than the oxygen level in the coast. This results in an incomplete combustion of fossil fuels, and a severe nocturnal temperature inversion to occur; which results in smoke being trapped in the air 860 tons of

SO_2 is produced from 3 of their main power stations (Matla, Duvha and Arnot), "which exceeds the World Health Organization's (WHO) [exposure to particulate matter] standards of 180 mg.m-3 by 6 to 7 times during winter months (Annegarn et al. 1996 a,b)".

This high concentration of air pollution surrounds the area making it very dangerous to one's health.

CLIMATE CHANGE

Background

This Climate change response plan has been set for the entire District, in spheres that the different departments and components within the district municipalities have direct control over and are able to influence. Responding to climate change will require collaboration with a number of sector departments and the municipalities, these

have been noted here. Secondly there is clear and distinct need to educate and inform the residents of the UThukela district of the dangers of Climate change as well as explaining why some infrastructure developments are designed and built with the anticipated effects of climate change.

The need for a climate change response plan for the entire district

There is an overwhALFRED DUMA LOCAL MUNICIPALITYing consensus amongst scientists that climate change is real, and human induced. Although the over the history of the earth, global temperature variations have occurred, it is the rate of change in the last 150 years that is most alarming.

It is widely accepted that the impact of the change in chemistry and associated warming is at a global atmospheric level, the impacts will be felt at the local level. As a result, the forecasts and predictions produced by atmospheric modelling data are very helpful in allowing the district to plan at the local level. As with all science, over time the accuracy should improve, but this detail should support decisions taken to minimize the loss of livelihoods, as well as the infrastructure that allows the residents of UThukela to lead healthy and fulfilling lives.

This UThukela District Climate Response Plan is comprised of the following phases with clearly defined objectives:

Phase 1-Change in Climate Variables: Direct & Indirect Impacts (risks, vulnerabilities & opportunities)

Objective: the tool introduces & makes the links between climate changes, changing environmental conditions & the impacts of this.

Phase 2-Sector Climate Change Response Options

Objective: the tool provides each sector or related departments with an overview of the climate response options that fall within their functional areas.

Phase 3- Phase 3: Sector Plans to Climate Change Response

Objective: the tool direct users to the key climate issues facing their sector & highlights relevant municipal mandates to tackle this. It also helps when sectors or departments are planning & prioritising new, climate responsive, projects, and programmes.

SWOT Analysis

STRENGTH	WEAKNESS
Well Developed open space management framework which is clearly mapped Ecotourism value for attraction of Tourist All environmental sensitive areas are mapped with great value for conservation such as wetlands, indigenous plant species, wildlife economy Rich biodiversity and high levels of endemism are encountered within the local municipality which is as a result of marked biophysical gradient and diversity of habitat types. Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health. Agricultural potential for the local municipality	Loss of productive Agricultural land Widespread of alien species in and around conservation areas such as wetlands, rivers etc. Development of informal settlements on natural areas of high biodiversity Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, afforestation and alien plant invasion results in ecosystem degradation and species loss. Lack of economic diversity & competitiveness of small towns. Economy is dependent on government services. Agriculture and tourism potential not fully exploited.

THREATS	OPPORTUNITIES
Opportunity to create Unsustainable land uses, poor Community Conservation to agricultural practices, as well as land support conservation in the reform.	
local	municipality &
implementation of open space	Highly erodible land
soils within the	
management framework.	catchment areas
	aggravated by
overgrazing.	
Employment opportunities in	conservation areas for local
	Removal of wetlands
	to make way for
communities (job creation &	subsistence farming
poverty	eradication through
	labour intensive projects)
	Climate
Change threatens ecosystems	
	Focus environmental
education	initiatives initially

around Land degradation in some areas due to sensitive areas.
poor waste management

Agriculture constitutes one of the key drivers of local economy.

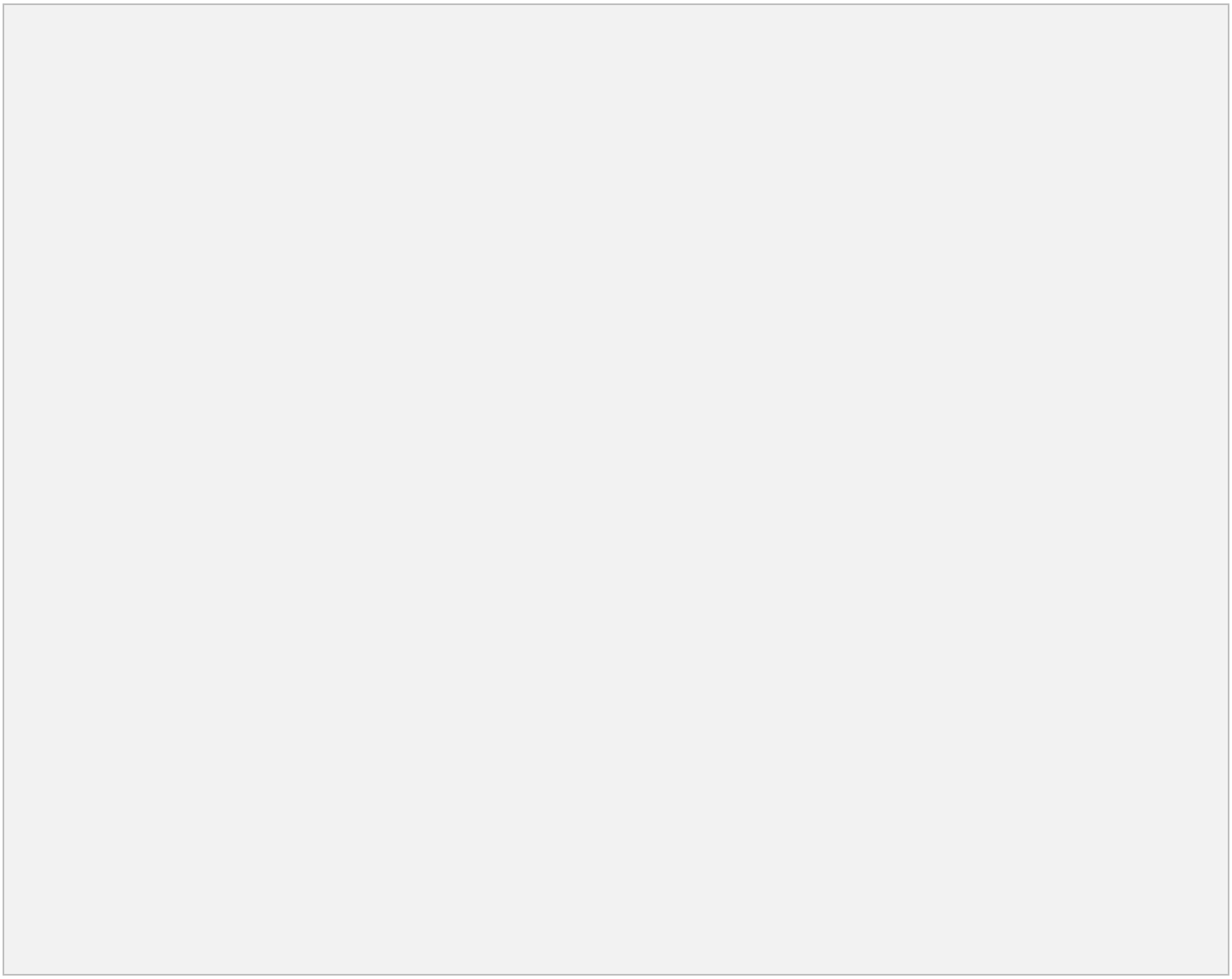
Illegal dumping open spaces

Loss of topsoil which results in soil erosion

Water available for irrigation from the well managed dams

Excessive harvesting of indigenous trees for firewood

Invest more on land care and agricultural education in subsistence farming



Environmental Analysis

The Vision

The Alfred Duma Municipality vision of the environment is in the interest of sustainable utilisation of resources, which equates to sustainable development, and prevention of degradation of the environmental aspects identified, the vision includes preventing or halting:

- Developing on steep slopes and ridges;
- Developing or impacting upon critical biodiversity areas;
- Locating or expanding human settlements to areas of high quality.
- Activities that will result in drastic reductions in air quality;
- Any activity that is unsustainable in utilise groundwater sources.
- Pollution of surface water, including acidification because of activity pollutants;
- Urban sprawl- limit the footprint of existing human settlements as far as practically possible; and
- Illegal or unsustainable use of biodiversity.

The Objectives

The objectives of Environmental Management & Planning for the Municipality are to:

- Assure a healthy and productive life for present and future generations;
- Minimise and manage the impact of development;
- Efficiently utilise renewable resources to protect natural systems;
- Preserve cultural and historical features;

- Explore and expand opportunities for tourism, ecotourism and sustainable land use;
- Make available adequate infrastructure to all inhabitants with due regards to environmental sustainability;
- Ensure that emissions and discharges of pollutants into air, water and soil are kept within the acceptable levels of standards.

Goals

-The goals of Environmental Management & Planning are to protect and promote:

-Natural vegetation and ecosystems, including the protection of existing

-Vegetation as an erosion control mechanism;

-Viable agricultural areas;

-Existing game reserves and parks, some of which are facing development

3.5 DISASTER MANAGEMENT

The disaster Management Act 57 of 2002 requires Council to prepare a disaster management plan for its area according to its prevailing circumstances;

- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan

The Alfred Duma Disaster Management Plan adopted in June 2016 operationalizes the Strategic Policy

Framework for disaster management and outlines the role of the Emnambithi/ Ladysmith Municipality Disaster Management arrangements across the phases of prevention, preparedness, response and recovery. The main purpose of the *Disaster Management Plan* (DMP) is inter alia to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. To be in line with the *National, Provincial and District Disaster Management Framework*, the DMF of Emnambithi/ Ladysmith Municipality proposed five Key Performance Areas (KPA's), namely;

- Institutional Capacity Building for Disaster Management.
- Disaster Risk Reduction.
- Disaster Recovery.
- Public Awareness, Education and Training.
- Monitoring, Evaluation and Improvement.

Two enablers were identified to support the above-mentioned KPA's of Emnambithi/ Ladysmith

Municipality, namely; o Information management and communication. o Funding arrangements for disaster risk management

3.5.1 VISION

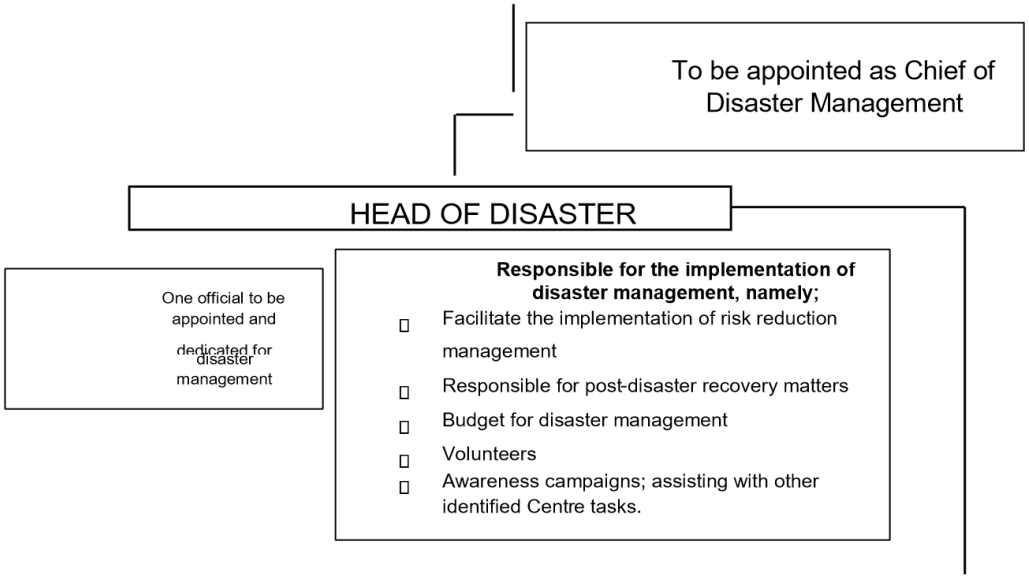
"To enhance and ensure sustainable development through risk reduction measures in the event of a disaster within the Alfred Duma Local Municipality"

3.5.2 MISSION

"An integrated, cost effective approach to implement risk reduction measures to alleviate the level of risk for all communities and properties at risk in the event of a disaster within ALFRED DUMA LOCAL MUNICIPALITYMunicipal area"

3.5.3 DISASTER MANAGEMENT STRUCTURE

MUNICIPAL MANAGER



Assisted by one Admin Clerk

- It is recommended that the Executive Manager Community Service who would be reporting to the Municipal Manager be appointed as Chief of Disaster Management.
- It is recommended that a Head for Disaster Management, Manager: Public Safety also acts as the head of all risk reduction aspects.
- The Head for Disaster Management will be assisted by Assistant Manager: Fire.
- In the event of a disaster all Municipal Departments be reporting to the Executive Manager Community Service and be coordinated by the Joint Operational Committee.
- Disaster Management section be divided into two sections that would include Disaster Planning and Disaster Operations

3.5.4 DISASTER MANAGEMENT ORGANISATION FOR ALFRED DUMA LOCAL MUNICIPALITY

LIDMC: "Local Tactical Body"

MDMAC: "Local Operations

Head of Disaster

Management

Municipal Manager

Head of Disaster Management

Head of Strategic

Planning

HOD's

IDP Manager H DDCM

3.5.5 LOCAL INTER-DEPARTMENTAL DISASTER MANAGEMENT COMMITTEE (LIDMC)

The *Local Inter-Departmental Disaster Management Committee* (LIDMC) is a tactical body and aims to bring together all line functionaries at Alfred Duma Local Municipality. The LIDMC decides on risk reduction and post disaster recovery strategies at Local Government level. The LIDMC must consist of;

- Municipal Manager (Accounting Officer)

- Executive Manager of Community Service (Chief Disaster Management)
- Head of Disaster Management (Manager: Public Safety)
- Assistant to Head of Disaster Management (Assistant Manager: Fire and Disaster)
- Head of Strategic Planning
- Head of District Disaster Management Centre
- HOD's
- IDP Managers

3.5.6 MUNICIPAL DISASTER MANAGEMENT ADVISOR FORUM (MDMAF)

The *Municipal Disaster Management Advisory Forum* (MDMAF) is an operational body and aims to implement all risk reduction projects, plans and programmes approved by Council

The MDMAC of ADLM consist of;

- Executive Managers of Community Services (Chief Disaster Management)
- The Head of Disaster Management (Manager: Public Safety)
- Assistant Manager of Fire and Disaster Management
- HOD's (as Sector Departments)
- All Managers of JOC

3.5.7 DISASTER MANAGEMENT CENTRE (DMC)

The UDM will be responsible for the establishment of a DDMC to give execution to the Act; Alfred Duma Local Municipality will be responsible to establish a satellite facility to communicate relevant disaster management information horizontally to all departments' lines and vertically to the DDMC and to the community. The DMC will also be responsible to disseminate disaster management information to vulnerable communities and to ensure that appropriate awareness campaigns will be executed.

The DMC will also be responsible to facilitate the implementation of risk reduction projects and plans at local municipal level. The UDM is currently establishing a DMC in Progress Road, within Ladysmith. The UDM has established a Disaster Advisory Forum that includes external stake holders and therefor the ALFRED DUMA LOCAL MUNICIPALITYDisaster Advisory Forum would not include all the external stakeholders. The External stakeholders would be included in the JOC and it would only be the relevant stakeholders for a disaster related incident.

The Alfred Duma Local Municipality has an optative Disaster Management Centre that is capable to attend to any disaster related incident and situations at 422 Murchison Street Ladysmith 3370.

3.5.8 DISASTER ASSESSMENT

3.5.8.1 DISASTER HAZARD, VULNERABILITY AND RISK PLAN FOR ALFRED DUMA LOCAL MUNICIPALITY

Using indigenous knowledge, it was possible to identify all potential hazards in Alfred Duma Local Municipality area of jurisdiction. The following table summarise all identified hazards.

TABLE 1: IDENTIFIED HAZARD FOR ALFRED DUMA LOCAL MUNICIPALITY, 2006.

Strong Winds
Rural Fires
Urban Fires
Hail Storm
Heavy Rain – House Constructions failed
Drought

	Disease (Cholera, Foot and Mouth disease, HIV, TB)
	Erosion
	Environmental Degradation
	Access to Water – Waste Management and Sanitation
	Dumping sites not fenced
	Bridges unsafe
	Limited resources to respond to disaster at local municipality

3.5.8.2 PRIORITISING OF HAZARDS 2014

It was possible to prioritise all identified hazards and risk for the Alfred Duma Local Municipality area of jurisdiction during the risk assessment analysis. The worst-case scenario for all identified hazards was used to execute the risk assessment. The following results were obtained from a calculation according to population within a two square kilometres radius (this calculation is done on a probability cause on a scale of 500 persons two per square Kilometres):

TABLE 2: PRIORITISING OF POTENTIAL HAZARDS AND RISKS IN THE ALFRED DUMA LOCAL MUNICIPALITY AREA OF JURISDICTION.

	Hazard	**Total**

1	Poverty	245
2	Epidemics / Disease	245
3	Fire	200
4	Floods	150
5	Erosion	200
6	Environmental Degradation	190
7	Pollution – Water	200
8	Snow	100
9	Drought	90
10	Pollution – Air	85
11	Hazardous Materials	105
12	Road Accidents	100
13	Lightning	165

14	Dam Failure	90
15	Aircraft Accidents	100
16	Geological Hazard	50

Notwithstanding the fact that poverty is not a hazard, it is worthwhile to report on poverty related issues. Not only does poverty give an indication of the vulnerability of a community, it also gives an indication of the capacity of the community to cope with disasters. When a threshold value is linked to poverty, it is clear from the above table that poverty received the highest score. Hence, the alleviation of poverty is the highest priority, above all identified hazards, as this should also have a positive impact on the aspects listed above. Emnambithi/ Ladysmith Municipality therefore must reallocate its resources to eliminate poverty related issues above all other identified matters. When vulnerable communities have the capacity to cope with disasters (either by building durable houses or having insurance on property) it would elevate the rehabilitation proses after a disaster occurred.

- Snow
- Drought

WEpidemic and disease in Uthukela District Municipality received a very high threshold value, making this event the most severe hazard for Uthukela District Municipality. It is highly

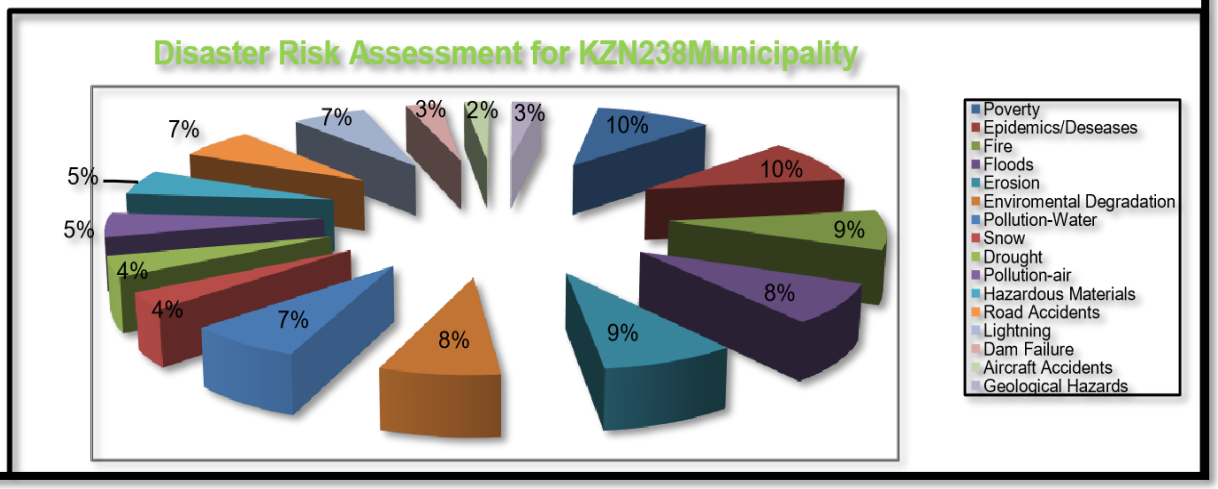
recommended that ALFRED DUMA LOCAL MUNICIPALITYMunicipality formulates appropriate epidemic and

disease prevention and mitigation strategies for all stakeholders in its area of jurisdiction to decrease the vulnerability of communities. Veld fires, floods and erosion follows with threshold values between 200 and 245. Appropriate risk reduction strategies are required to decrease the vulnerability of communities at risk.

The following hazards received a threshold value between 150 and 199; Environmental Degradation

Pollution - Water

It is deemed necessary to formulate appropriate SOP's and contingency plans for these hazards, which can be activated during an event to enable all Emergency Departments to react timeously during such an event. It is possible to graphically display the information. Figure 1 gives the IDP an indication of how much to spend on prevention and mitigation strategies.



Ten percent (10%) of the total budget may be spent on poverty alleviation programmes. Twenty seven percent (9% on each) can be spent on epidemic, veld fire and flood relief measures. This is only a first-round indication to guide the IDP in the allocation of funds to line departments, for this purpose.

Though, an airfield and runway are established in the Alfred Duma Local Municipality and under private control, a possibility for aircraft accidents are not to be overlooked. Private aircraft owners do make use of the airfield daily as well as the SANDF, MEC's and delegates from time to time and therefore threshold values of 100 to 190 can be allocated. To mitigate this risk the Alfred Duma Local Municipality must establish roles and responsibilities of stakeholders involved with the airfield that would involve upgrading, maintaining and controlling aspects.

3.5.9 RISK REDUCTION

3.5.9.1 GENERAL

Disaster Management in Alfred Duma Local Municipality is risk based and comprehensive across the *Prevention, Preparedness, Response and Recovery (PPRR)* phases and those risks are communicated in the community, Local Government Capability and Capacity - Local government is able to effectively prepare for, respond to and recover from disaster events in their community; Community Capability and Capacity - Individuals, communities and businesses are able to effectively prepare for, respond to and recover from disaster events; and Effective Disaster Operations – Provide for effective, flexible and scalable disaster management.

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation. Internationally, disaster prevention, mitigation and preparedness are referred to as disaster risk reduction measures, mainly because it lessens the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability. In this way, prevention and mitigation are central to achieving the goal of disaster risk reduction, in which vulnerabilities and disaster risks are reduced a sustainable development opportunity strengthened.

It is often difficult to distinguish between preventive or mitigate intervention. For this reason, it is more practical to refer to risk reduction measures. Both (prevention and mitigation measures) minimise the risk of disasters.

3.5.9.2 DISASTER PREVENTION

Disaster prevention refers to actions that provide “outright avoidance” of the adverse impact of hazards and related environmental, technological and biological disasters. Strategies applicable to preventive intervention are inter alia (see Appendix A for detail list);

- Effective land-use planning, - Basic public works and
- Effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions.

Examples are;

- Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilise the soil and prevent damaging land subsidence.
- Locating critical rail. Road and telecommunications structures behind a coastal “setback” line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms.
- Careful positioning of storm water drainage and its ongoing maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain.

It is not possible to completely prevent all disaster events. Their severity can be reduced, however, through ongoing disaster mitigation efforts.

3.5.10. DISASTER MITIGATION

Disaster Mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households. These efforts can target the hazard or threat itself – e.g. a fire break that stops a fire spreading close to residential areas. This is often referred to as structural mitigation, since it requires infrastructure or engineering measures to keep the hazard away from those at risk.

Disaster mitigation efforts can also target people who are at risk, by reducing their vulnerability to a specific threat – e.g. promoting community responsibility for controlling fire risk in an informal settlement. This is often called “non-structural” mitigation, as it promotes risk avoidance behaviours and attitudes. A shift from structural to non-structural measures took place worldwide. The main reason for this is mainly because of the non-contribution of structural measures to sustainable development objectives. In most cases, structural

measures only reduce disaster damage and the level of risk remains the same. Hence, structural measures only create a false sense of security for communities.

The following non-structural measures strategies may be considered by disaster management (see Appendix A for detail list):

3.5.11 PUBLIC INSTRUMENTS

The main aim of public instruments is to guide human behaviour in such a way that it will contribute to the reduction of disaster risk and / or the vulnerability of communities and infrastructure.

- Disaster Information – Dissemination of disaster information to communities as part of awareness campaigns.
- This will also guide communities in the implementation of more safe best practices.
- Training and education of communities in disaster related matters.

Disaster Insurance

- Only act to reduce the impact of the loss after it has occurred, hence it does not reduce any risk, but rather redistribute the risk to the insurer.
- However, the premium gives an indication of the risk involved, when insured against any possible loss.
- Tax and subsidies
- Disaster precautions
- Disaster Aid and Relief actions

3.5.12 PLANNING AND ORGANISING

Dangerous, uneconomical and undesired actions can be reduced by better planning and organising. Such measures include;

- Zoning and building regulations
- Disaster Proofing – “A body of adjustments to structures and building contents”)
- Permanent – Choice of building material to erect buildings
- Unforeseen – After early warning has been distributed, e.g. Secure of walls and closing of unnecessary openings etc.
- Emergency – e.g. the use of sand bags during a flood.
- Land-use planning (Planning and establishment, permanently evacuation)
- Development Policy (which will contribute to sustainable development objectives)
- Organising for disasters
- Early warning systems – the better communities react on any warning message, the lower the impact of a disaster.
- Health related regulations

Permanent Evacuation – this option leads to huge reallocation and development project. The social disruption to re-allocate people cannot always be justified.

Research indicates that it is not economically viable to implement risk reduction measures to prevent the total risk of disasters. Hence, it is important to determine the optimum in such a way that the total benefit exceed the total cost (must include all economic and social benefits and costs). In some cases, the optimum may only be reached by the implementation of both structural and non-structural measures.

3.5.13 DISASTER RISK REDUCTION MEASURES

(General Measures)

The following section describes general measures that can be implemented as Disaster Risk Reduction Measures.

3.5.13.1 INFRASTRUCTURE SUPPORT

Examples:

- Scientific equipment
- Rehabilitation of evacuation routes
- Refurbishment of health posts, temporary shelters for evacuated populations, etc.
- Sign-posting of evacuation routes

3.5.13.2 ADVOCACY AND PUBLIC AWARENESS-RAISING

One-way communication activities aimed at raising awareness on disaster risk reduction issues among decision makers and the public.

Examples:

- Radio spots / radio communication in communities
- TV broadcasts
- Media interaction: newspapers, journals, magazines, etc.
- IEC5 materials: leaflets, posters, billboards, brochures etc.
- Conferences, symposia, seminars, workshops, peer-to-peer awareness initiatives
- Awareness campaigns: street drama, theatre, song, simulation exercises /mock drills…

3.5.13.3 SMALL-SCALE MITIGATION WORKS

Small-scale infrastructure works aimed at reducing the physical vulnerability of the beneficiaries, which serve to complement the preparedness component of the project strategy. Occasionally, beneficiaries are trained during the implementation of these mitigation works to operate / maintain or replicate them in the future. Expenses related to this sort of training would be included in this sub sector.

Examples:

- Protection walls along river banks
- Structural works on existing public buildings to increase their resistance to disasters • Identification and reinforcement of safe places
- Reforestation / plantation
- Small-scale drainage and irrigation work

3.5.13.4 MAPPING AND DATA COMPUTERIZATION

Mapping and data computerization linked with the study of hazards and vulnerabilities and the elaboration of emergency plans.

Examples:

- Data collection for risk mapping purposes (scientific maps)
- Development of mapping software and training on its use
- Printing of risk maps
- Printing of emergency plans

3.5.13.5 EDUCATION

Activities aimed at creating a “culture of prevention” within the formal education system pursuing a change of attitude and practice.

Examples:

- Design and production of training materials for pupils

- Training of teachers and pupils
- Simulations conducted at school level

3.5.13.6 EARLY WARNING SYSTEMS

All activities and equipment provision related to the setting up of an Early Warning System (EWS).

Examples:

- Technical studies conducted specifically to set up an Early Warning System (EWS) (e.g. hydrological study)
- Installation of radio networks and training beneficiaries on their use
- Installation of rain gauges / hydrometric scales and training of beneficiaries on their use
- Scientific equipment

3.5.13.7 RESEARCH AND DISSEMINATION

Technical studies, workshops and surveys conducted to increase knowledge about preparedness issues and dissemination of its results.

Examples:

- Technical studies whose results are used in local planning (e.g. for zoning purposes)
- Organization of workshops/seminars aimed at dissemination of project results

3.5.13.8. FACILITATION OF CO-ORDINATION

Support initiatives to facilitate co-ordination among institutions working on Disaster

3.5.13.9. PREPAREDNESS PREVENTION AND RESPONSE

Examples:

- Inter-institutional meetings
- Interactive product

3.5.13.10 INSTITUTIONAL STRENGTHENING

Services and equipment delivered to strengthen institutional capacities on risk reduction.

Examples:

- Training of decision makers at different levels
- Training of sub-national institutions (government and non-government)
- Training of the planning departments of sectorial line functions on disaster risk reduction measures that could be undertaken as part of respective work plans

3.5.13.11 LOCAL CAPACITY BUILDING / TRAINING

Capacity building / Training for natural disaster preparedness conducted at local level, with a direct involvement of the beneficiary communities.

Examples:

- Support in the organization and training of local disaster management committees
- Training and sensitization for enhanced natural disaster risk awareness
- orkshops conducted at community level for the development and management of community disaster preparedness action plans
- Simulations conducted at community level, e.g. evacuations
- Training of community facilitators

- Training of community fire brigades
- Rescue kits and First aid emergency kits (depending on the recipient)

3.5.13.12 MORE SPECIFIC MEASURES DISASTER RISK REDUCTION MEASURES

ood	**Specific Measures**	**Cost of measures**
LICY & ANNING *ilding the capacity to spond*	Implement a plan for protection against flooding, including preparedness and contingency planning	Costs relating to Institutional and Capacity building of appropriate national, regional and local institutions e.g. administrative effort, Professional advice, communication systems etc.
	Land-use planning that better incorporates risk of flooding	(as above)
	Integrated management of flooding and water	Costs relating to technical assistance, institutional and capacity building

	supply	
	Development and implementation of Early Warning System (EWS)	Costs of increasing capacity for predicting extreme events for the relevant authorities, through the design and implementation of an effective Early Warning System (EWS)

	Integrated warning and response system	(as above)
	Improving networks / links with local governments	Cost of awareness raising exercises, training etc.

PHYSICAL ***(Prevention)*** Reducing *exposure to and* *preventing hazards*	Flood defences e.g. Dam (Multipurpose, seaborne etc.) and sea wall	Capital investment costs Maintenance Costs

	Natural protection against floods egg reforestation of watersheds	Natural protection against floods e.g. reforestation of watersheds
	Installation of drainage pumps	Capital investment costs Maintenance Costs

PHYSICAL *(Coping / Adaptive)*	Flood shelters next to schools	Capital investment costs Maintenance Costs
	Flood proofing of latrines and tube wells	Capital investment costs Maintenance Costs
	Raised platforms (equipped with latrines and drinking water)	Capital investment costs Maintenance Costs
	More resilient roads and infrastructure e.g. raised buildings and roads	Capital investment costs Maintenance Costs
	More resilient water supply systems, e.g. boreholes raised hand pumps	Capital investment costs Maintenance Costs

	Design and building of contingency mechanisms for coping with floods, e.g. boats for evacuation, escape roads, temporary Shelters	Capital investment costs Maintenance Costs
	Pre-positioning / strategic stock piling of relief material, e.g. life boats, life jackets, tools, first aid etc.	Capital investment costs Maintenance Costs
CAPACITY BUILDING	Community based disaster preparedness:	Training costs through technical

at Community level	Communities trained in disaster preparedness, e.g. through development of disaster response committees	assistance: Cost of developing community level initiatives /institutions
	Public warning system (community based)	Costs of increasing capacity for providing warning to the public
	Safety nets to ensure that poor households can rebuild productive livelihoods (through Building on existing programmes)	Incremental costs to existing public programmes aimed at providing these safety nets
	Revolving funds managed by the community used to better cope in disaster situations, e.g. for storing and distributing food	Cost of administering the fund Cost of training community members to manage the fund

Fire	Specific measures	Cost of measures
POLICY & PLANNING *Building the capacity to Respond*	Implement a plan for protection against fire, including preparedness and contingency planning	Costs relating to Institutional and Capacity building of appropriate national, regional and local institutions e.g. administrative effort, Professional advice, communications systems etc.
	Land-use planning that better incorporates risk of fire	(as above)

	Integrated management of fire and water supply	Costs relating to technical assistance, institutional and capacity building
	Development and implementation of Early Warning System (EWS)	Costs of increasing capacity for predicting extreme events for the relevant authorities,
		through the design and implementation of an effective Early Warning System (EWS)
	Improving networks / links with local governments	Cost of awareness raising exercises, training etc.

PHYSICAL ***(Prevention)*** Reducing *exposure to and preventing hazards*	Fire defences e.g. Water tanks at nearby Clinics, early season fire breaks (Multipurpose firebreaks ploughed and burnt etc.)	Capital investment costs Maintenance Costs
	Natural protection against fire e.g. reforestation of strong winds and smoke spotting	Natural protection against fire e.g. reforestation of strong winds and smoke spotting
	Installation of 5000litre water tanks at clinics and community hall	Capital investment costs Maintenance

		Costs
PHYSICAL *(Coping / Adaptive)*	Fire shelters next to schools	Capital investment costs Maintenance Costs
	Design and building of contingency mechanisms for coping with fire, e.g. trailer pumps, evacuation escape roads, temporary Shelters	Capital investment costs Maintenance Costs
	Pre-positioning relief material, e.g. Fire beaters, knap sacks, tools, portable trolley pumps and first aid etc.	Capital investment costs Maintenance Costs
CAPACITY BUILDING *at*	Community based disaster preparedness: Communities trained in disaster preparedness, e.g.	Training costs through technical assistance: Cost of developing community level

Community level	through development of	
	disaster response committees	initiatives /institutions
	Public warning system (community based)	Costs of increasing capacity for providing warning to the public
	Revolving funds managed by the community used to better cope in disaster situations, e.g. for storing and distributing food	Cost of administering the fund Cost of training community member to manage the fund
	Introducing Fire Marshalls and first respond firefighters	Capital investment costs Maintenance Costs

3.5.14 RISK MANAGEMENT

The following operational sequence is important during risk management to take cognisance of.

3.5.14.1 RISK CONTROL

- Terminate: Eliminate the potential of loss
- Tolerate: Live with the risk
- Treat: Implement risk reduction measures

RISK FINANCING

Terminate: Transfer -Self-funding or Insurance

RISK CONTROL HIERARCHY

- Elimination, Avoidance or Substitution.
- Control at Source
- Minimisation of Frequency
- Minimisation of Consequences
- Mitigation

Disaster Management plays a fundamental role to ensure that the identified risks are brought to a level which the municipality / community is willing to tolerate. Risk management programmes should pay for itself due to lower number of injuries, less disruptions, etc. - if implemented properly it will ensure more sustainable practices.

Risk reduction strategies, when appropriately implemented, will;

- Stimulate the economy growth
- Strengthen infrastructure
- Help create more employment
- Vastly improve general development
- Ensure greater stability

DISASTER RISK REDUCTION PLANS, PROJECTS AND PROGRAMMES

According to the National Disaster Management Framework, there are eight requirements that must be applied and documented by all spheres of government. When planning for disaster risk reduction initiatives.

Use disaster risk assessment findings to focus planning efforts:

Any disaster risk reduction effort must be informed by a reliable disaster risk assessment.

Establish an informed multidisciplinary team with capacity to address the disaster risk and identify a primary entity to facilitate the initiative:

Disaster risk reduction planning must be multidisciplinary and must draw on appropriate expertise. Disaster risk management requires both technical expertise's in hazard processes as well as understanding of the complex social and economic conditions that drive disaster risk in vulnerable communities.

Actively involve communities or groups at risk:

All initiatives must involve constructive consultation between at-risk groups and/or communities and external service providers. Risk reduction initiatives are more effective when they are discussed and implemented collaboratively with those affected, as this allows for the inclusion of local knowledge and expertise.

Address multiple vulnerabilities wherever possible:

Risk reduction is a value-adding capability, as it aims at reducing disaster losses in vulnerable areas and groups. Hence, any disaster risk reduction projects and programmes must add value to other development initiatives.

Vulnerabilities can be addressed by:

- Improving socio-economic conditions and building community cohesion
- Ensuring the continuity of protective environmental services
- Increasing resilience and/or continuity of public services and infrastructure to better respond to expected external shocks.

Plan for changing risk conditions and uncertainty, including the effects of climate variability:

Disaster risk is extremely dynamic and is driven by many rapidly changing environmental, atmospheric and socio-economic conditions. Hence, plans are not sufficiently adaptive to minimize the impacts of unexpected events or processes.

Apply the precautionary principle to avoid inadvertently increasing disaster risk:

Effective disaster risk reduction planning efforts must apply the precautionary principle of "do no harm". The likelihood of negative consequences is reduced if a careful disaster risk assessment actively informs the planning process, a competent multidisciplinary team is established, and mechanisms for transparent community consultation are put in place.

Avoid unintended consequences that undermine risk-avoidance behaviour and ownership of disaster risk:

The disaster risk reduction planning process must anticipate and manage unintended consequences that increase disaster risk. Well-intentioned disaster risk reduction programmes that deliver external services to at risk areas, communities and households can inadvertently reward risk-primitive behaviour and undermine existing capabilities.

Establish clear goals and targets for disaster risk reduction initiatives, and link monitoring and evaluation criteria to initial disaster risk assessment findings:

Disaster risk reduction plans must define clear monitoring and evaluation criteria for measuring their effectiveness. These must be linked to initial assessment findings to demonstrate the effectiveness of the specific initiative in reducing vulnerability or reducing disaster loss. Assessment findings must also be used to highlight learning points for future projects and programmes.

Municipal and provincial disaster management centres must include documented accounts of the disaster risk reduction projects, programmes and initiatives planned and implemented.

INCLUDING DISASTER RISK REDUCTION EFFORTS IN OTHER STRUCTURES AND PROCESS

Disaster Risk Reduction initiatives must also be included in other structures and processes; hence the Disaster Management Plan must be aligned with the Spatial Development Plan and the IDP.

Spatial development planning

Disaster risk is driven by both hazard and vulnerability factors reflected in spatial development frameworks. All disaster risk assessment findings are directly applicable to spatial development planning. Hence, all relevant spatial information must inform disaster risk reduction planning and ensure that verified risk information is incorporated into spatial development plans and maps.

Integrated development planning

Disaster risk reduction efforts are multi-sectorial efforts focused on vulnerability reduction over a medium to long term period. To be efficient and effective they must be incorporated into ongoing IDP ProJet, processes, programmes and structures. They are best planned and implemented as development initiatives through IDP mechanisms and phases.

Risk avoidance enforcement

Critical components of effective disaster risk reduction are regulations, standards, by-laws and other legal enforcement instruments that discourage risk-promotive behaviour and minimize the potential for loss. Within provincial and municipal spheres, this may involve:

- amendment of urban planning standards
- amendment of land-use regulations and zoning
- amendment of minimum standards for environmental impact assessments
- introduction of standards for risk-proofing lifeline services and critical facilities from known priority disaster risks

- Introduction of by-laws to implement extraordinary measures to prevent an escalation of a disaster or to minimize its effects.

DISASTER MANAGEMENT SWOT ANALYSIS

The purpose of the Disaster Management SWOT analysis is to gain a better understanding the organization's strengths, weaknesses, opportunities and threats. This section describes how a SWOT analysis can assist with emergency planning organization's vulnerabilities.

Strengths	The Disaster Management section has an establish Centralized Communication Centre, that is manned 24/7 and could attend to all emergency within the ALFRED DUMA LOCAL MUNICIPALITYMunicipal area. The Disaster Management Section has manpower available 24/7 to attend to emergencies, Disaster related incidents and disasters. The Disaster Management section operates with a JOC (Joint Operational Committee) that includes internal and external stakeholders. Adequate responses to emergencies and Disasters within Alfred Duma Local Municipality. On hand disaster relief material. Budget for disaster related incidents

	┐ Emergency preparedness personnel on standby. ┐ Awareness program at schools to enhance awareness on fire, road uses, traffic and disasters related matters. ┐ Political intervention.
Weaknesses	┐ Lack of Middle Management and First line Management positions on the organogram. ┐ Inadequate skilled manpower. ┐ Unreliable Fire and rescue vehicles/obsolete spares unavailable. ┐ Inadequate emergency response vehicles. ┐ Inadequate Budget allocation to upgrade firefighting equipment. ┐ Skilled training with accredited service provider ┐ Lack of interests to improve skills by employees. ┐ Lack of a replacement policy for fire tenders. ┐ Accessibility to emergence services within rural areas responses slow and area too large to cover. ┐ Scare skills acknowledgement

Opportunities	┐ Upgrading of fire services by procuring fire tenders and new improved equipment. ┐ Building of fire emergency centres in remote areas ┐ Utilizing accredited training service providers to improved skills. ┐ Scares skilled personnel to be acknowledge. ┐ Introduction of a promotional policy to encourage the employees to improve their skills. ┐ Employment of skilled middle- and first-line managers/supervisors
Threats	┐ Poor planning to build emergency centres ┐ Poor Budget allocation to procure firefighting equipment ┐ Not appointing skilled middle- and first-line Managers/supervisors and fire officers. ┐ Non-implementation of replacement policy for fire tenders.
	┐ Political interference.

3.6 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.6.1 MUNICIPAL TRANSFORMATION

Local government is the sphere of government closest to the people. Many basic services are delivered by local municipalities and local ward councillors are the politicians closest to communities**.** The White Paper states that local government must play a "developmental role". The Constitution states that government must take

reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

Developmental local government means a local government committed to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It should t3arget especially those members and groups within communities that are most often marginalised or excluded, such as women, disabled people and very poor people. (White Paper, 1998).

3.6.2 ORGANISATIONAL DEVELOPMENT

3.6.2.1 INSTITUTIONAL ARRANGEMENT

Alfred Duma Local Municipality has an existing organogram adopted in August 2016 but will be reviewed by end of June 2017. The Municipality consist of the following Departments and Portfolio Committees which ensure the delivery of services and oversight of municipal affairs:

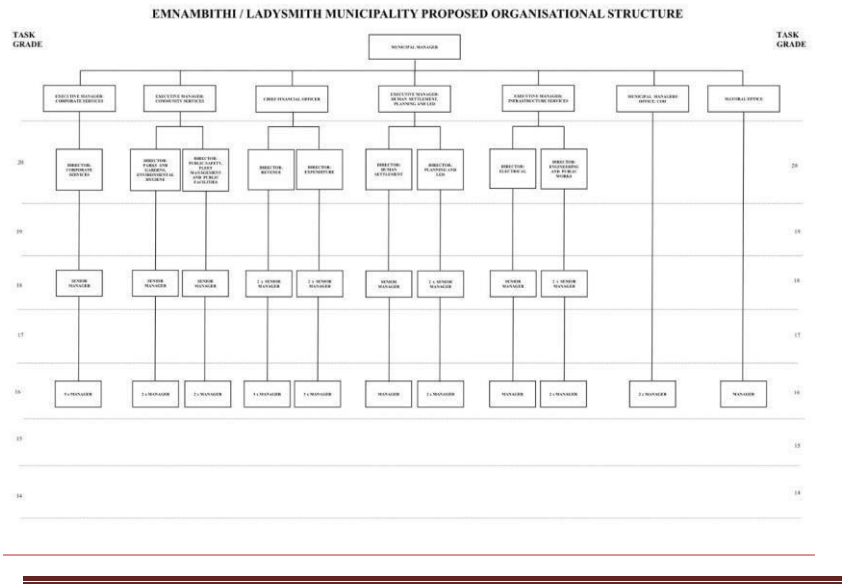
- The Office of the Municipal Manager which consists of Performance Management Section, IDP Section, Intergovernmental and Research Section, Internal audit, Youth office, Communication and Public Participation Section.
- Department of Finance, Department of Development Planning and Human Settlements, Department of Community Services, Department of Corporate Services, Department of Engineering Services, Department of Electrical Engineering.

In terms of reporting structures within the municipality, all heads of Departments report to the Municipal Manager who is the accounting officer, who then reports to the seven Portfolio Committees which are headed by the Executive Committee Members of Council. The municipality has also taken into consideration the Spatial Planning and Land Use Management Act (SPLUMA) Act 16 of 2013 in its organizational structure and budget.

Portfolio committees then report to the Executive Committee which reports to Council for decision making. In addition to that, there are three committees/structures who report directly to Council: The Audit Committee, Performance Audit and Municipal Public Account Committee whose chairperson is full time at the municipality.

With respect to political leadership and oversights of the municipality there seventy-three Councillors with thirty-six ward councillors leading the municipality. This leadership consist of the Mayor who is the political head, followed by the Deputy Mayor, Speaker and nine Executive Councillors who head up Portfolio Committees then lastly the Chief Whip of the municipality.

3.5.2.1.1 INSTITUTIONAL STRUCTURE OF LOCAL MUNICIPALITY



3.6.3 Alfred Duma Local Municipality Powers and Function

IN TERMS OF THE MUNICIPAL STRUCTURES ACT NO 117OF 1998,

THE MUNICIPALITY IS A CATEGORY B LOCAL MUNICIPALITY WHICH HAS THE FOLLOWING POWERS AND FUNCTIONS THROUGH WHICH THE PERFORMANCE OF THE MUNICIPALITY CAN BE ASSESSED IN TERMS OF THE IMPACT IT HAS TO ITS CONSTITUENCIES AND SERVICE DELIVERY;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control

- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management

3.6.4 INSTITUTIONAL CAPACITATING: HUMAN RESOURCE DEVELOPMENT PLAN

The Municipality adopted its Human Resource Plan in 2008 and was reviewed in 2016. In summary the plan is about how human resource capacity will be created and managed through various policies that would be enacted to deliver services as per the Integrated Development Plan.

3.6.5 STATEMENT OF THE POLICY

The Council recognizes that any personal problem can and do affect workers job performance/behaviour because of the above, the Council provides an Employee Wellness Programme, which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work-related problems, which and repeatedly interfere with the employees' health and or productivity.

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness Programme coordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance and all records are kept strictly confidential. Voluntary and utilization of the programme will not jeopardize or negatively influence the employee's promotional opportunities, job security or disciplinary process. Referral for diagnosis and treatment will be based only on job performance/behaviour. and the comprehensive management of employees infected with or affected by HIV/AIDS create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected employees.

3.6.5.1 LANGUAGE POLICY

APPROVED BY COUNCIL ON TH 05 MAY 2008, REVIEWED IN 2016 AND IS CURRENTLY BEING IMPLEMENTED

THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to consider such preferences; To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality; Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

3.6.5.2 OVERTIME POLICY

APPROVED 10/06/2006 BY COUNCIL, REVIEWED IN 2019 AND IS BEING IMPLEMENTED.

THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC

CONDITIONS OF EMPLOYMENT ACT

THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE

COMPLIANCE, ADMINISTRAVIE MEASURES FOR MANAGING AND CONTRFOL OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does not occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, and department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay Office is specifically responsible to compare the overtime signatures with the authorization list provided. Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line' Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis. Employees who work overtime need to be allocated with the appropriate resources required to perform overtime work.

3.6.5.3 SEXUAL HARRASMENT POLICY

APPROVED 01/ 06/ 2007, REVIEWED 2018 AND CURRENTLY IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

3.6.6 THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

SCOPA POLICY

APPROVED ON THE 01/10/2008, REVIEWED IN 2019 CURRENTLY IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the

Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability may have led, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation. There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner.

3.7 SERVICE DELIVERY SITUATIONAL ANALYSIS

3.7.1 SOLID WASTE MANAGEMENT

All human activities give rise to residual materials which are not immediately used where they arise. These residuals may be recycled, reclaimed, or re-used; else they constitute waste which will ultimately be released into the environment. The biosphere has the capacity to transform many wastes over time, either into

harmless products or nutrients which can be used again. However, the natural assimilation capacity of the environment can easily be exceeded if wastes, particularly from human activity, are not controlled. With the development of new chemical components like plastics, the environment appears to have little or no assimilative capacity. In these circumstances, pollution and loss of environmental quality will result.

In terms of the National Waste Management Strategy (NWMS) and the National Environmental Management Act (NEMA), all local government must develop and submit plans for integrated waste management to the MEC for approval. The approved IWMP must be included in the municipal Integrated Development Plan (IDP). In order to achieve the policy objectives, the municipalities are required to develop and implement a local waste management plan which articulates strategies and initiatives for IWM.

The main goal of the Integrated Waste Management planning is to **optimize waste management by maximizing efficiency**, and **minimize associated health and environmental impacts and financial costs**; thereby improving quality of life of all South Africans and the globe as a whole.

Alfred Duma Local Municipality currently has an integrated waste management plan The main objectives for this IWMP are to:

- Improve waste management within the municipality.
- Access the current waste management system and highlight positive, as well as deficiencies in respect of waste management within the ALFRED DUMA LOCAL MUNICIPALITY.
- Institute a process of waste management aimed at pollution prevention and minimization at source.
- Manage the impact of pollution and waste on the receiving environment.
- Manage waste in a holistic and integrated manner.

3.7.2 CURRENT STATUS QUO

Waste Streams

Estimated current waste quantities and characteristics are summarized in Table 1 and Table 2 below:

Waste Quantities	Domestic	Business	Industrial	Medical	Hazardous	Mining	Total
Generated	37 188	13 749	11 078	[2]	[3]	7	62

							022
Collected	37 188	13 749	11 078	[2]	[3]	7	62 022
Stored	-	-	-	4	4	-	-
Recycled	5	5	5	-	-	-	10 800
Treated	-	-	-	All	-	-	-
Total Estimated Waste Disposed of at Landfill (tons per annum)							**56 840**

Table 1: Estimated Current Waste Quantities for ALFRED DUMA LOCAL MUNICIPALITY (tons per annum)[1]

Notes:

These quantities are estimates, based on waste volumes, as waste disposed of by landfill is not currently weighed. ALFRED DUMA LOCAL MUNICIPALITY is in the process of installing a weighbridge at the Acaciavalle Landfill, which should provide more accurate data.

A private contractor manages all medical waste for ALFRED DUMA LOCAL MUNICIPALITY, which is transported to Pinetown, Durban for incineration. Quantities are not public knowledge.

A private contractor handles all hazardous waste from the various industries, this is transported to the Shongweni H:h landfill site in Durban for disposal. Quantities are estimated at 40 – 60 t/month.

Combined total of waste recycled within the ALFRED DUMA LOCAL MUNICIPALITY area is estimated at between 800 – 1 000 tons per month. Recyclables are collected from source by private contractors. Therefore, an estimated 180 to 220 tons of waste is landfilled daily within the ALFRED DUMA LOCAL MUNICIPALITY area.

Waste Type	**Estimated % of Waste Stream**
Paper	60%
Metal	4%
Glass	6%
Plastic	20%

Organic	10%

Table 2: Waste Characteristics

3.7.3 MUNICIPAL SERVICES

Waste Collection: 82% of urban areas (this includes residential suburbs, as well as all the formal townships surrounding the Ladysmith CBD) receive weekly curbside waste removal. However this is reduced to 20% of semiurban areas (i.e. farming), and only 10% of rural/traditional areas receive any kind of waste collection service; here the waste is either buried, or burnt. Currently the municipality owns 10 waste collection trucks, however only four of these are proper REL compaction trucks, the rest being open-air loading trucks. Municipal collection Fees for the financial year 2014/2015 are tabulated in Table 3 below.

Some industrial and business sectors are making use of private contractors for waste removal, especially recyclables – as there is a financial incentive for this.

Category	**Service**	**Cost**
From Private dwelling	Per weekly 84l receptacle removal	R 49.36
Business & Other	Per weekly 84l receptacle removal	R 146.53
Domestic & Business	Per 5x weekly 84l receptacle removal	R 291.50
	Bulk refuse, per m^3 (minimum $3m^3$)	R 69.96
Removal of Carcasses	Large: i.e. cattle, donkeys & horses	R 273.763
	Medium: i.e. sheep, pigs & goats	R 102.81
	dogs & cats (per removal) and from vet	R 161.16

	Any carcass removal after hours	Double tariff
Removal - bulk container 1.75m³	Daily (excl. weekend)/container/month	R1 806.42
	3x weekly/container/month	R 1209.04
	2x weekly/container/month	R 602.10
Refuse from 30m3 container	Per removal (min 4/month)	R 1229.75
Refuse from 10m3 container	Per removal (min 4/month)	R 879.30
Refuse removal charges	For Vendors – per annum	R 70.08

Table 3: Municipal Refuse Removal Charges: 2014/2015 financial year

Street cleaning (litter picking, sweeping, and cleaning of ablution facilities) is done from Mondays to Sundays within the CBD area and surrounding township areas. Illegal dumping of waste within the CBD and surrounding township areas does not seem to be a major concern, this could be due to there not being any gate fee/ charge for disposal at the Acaciavalle landfill site. This may, however, change once the weighbridge is operational and the public charged for waste disposal.

Garden refuse and *Builder's rubble* is taken to the Acaciavalle landfill. *Garden refuse* is not being utilized at this point, with all garden refuse being landfilled. The municipality is currently reviewing a business plan for converting all garden refuse into compost. *Builder's rubble* is utilized as cover material and/or ground reinforcement, especially during the rainy season.

3.7.4 SIYAZENZELA DOMESTIC WASTE MANAGEMENT PROGRAMME

The Siyazenzela Food for Waste Domestic Waste Management Programmes were initiated in March 2009. Beneficiaries of the programme collect refuse in previously un-serviced rural/traditional areas. Twice a month the collected waste is transferred to central collection points in medium density areas and from here kerbside collection services transport the waste to landfill site. The programme ensures that litter is collected and illegal dumping sites controlled and cleared daily, as well as supporting rural community upliftment.

In total, 325 beneficiaries are currently active in the programme, working a minimum of four (4) days per week within their demarcated area and receiving remuneration in the form of food parcels.

3.7.5 LANDFILL OPERATIONS

Emnambithi/ Ladysmith Municipality do not have a proper waste treatment facility (e.g. incineration, gasification). The municipality has over the years closed many small illegally operating landfill sites in order to comply with the standards of the Department of Water Affairs and Forestry. The Municipality is currently operating with one municipal landfill site, namely Acaciavalle (Figure 1 below). However, this site also does not conform to DWAF Minimum Requirements and its licencing requirements, and currently the ALFRED DUMA LOCAL MUNICIPALITY is completing the site selection phase for establishing a new licence landfill site. Once a new site has been selected, licensed and become operational, the Acaciavalle landfill will be closed and rehabilitated in accordance with DWAF Minimum Requirements.

The ALFRED DUMA LOCAL MUNICIPALITY has identified a new site in Kwamanzini that can be used as a landfill site. The process has not yet advanced beyond the potential site identification process. Environmental studies have to be conducted to determine the suitability of the site.

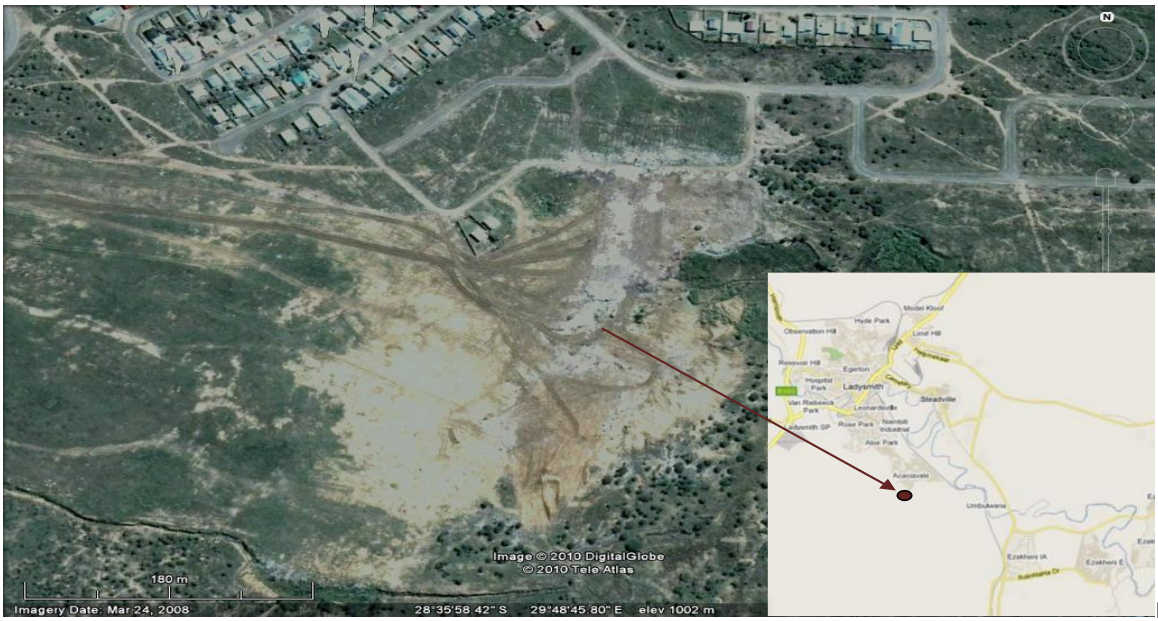
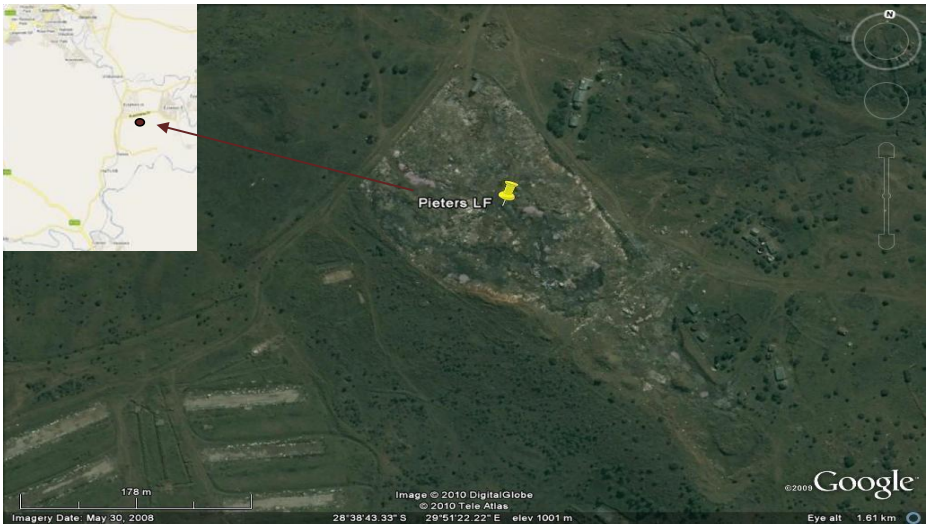


Figure 1: Existing Municipal Landfill _ Acaciavalle

In addition to the one existing municipal run landfill within the ALFRED DUMA LOCAL MUNICIPALITY, there is also one privately owned and operating landfill, which receives mostly industrial waste from surrounding factories.

Pieters Landfill is shown in Figure 4 below:



3.7.6 RECYCLING

The Alfred Duma Local Municipality is currently not actively involved in any recycling initiatives, with two private companies seeming to dominate the entire district's organized recycling.

'Why Waste' handle any recyclable material including paper, plastics, cardboard, scrap metal, glass, textiles and un-vulcanised rubber, as well as the collection and transportation of the waste. These are either collected from source – mainly through separation bins placed at industrial and commercial locations, for which the recycler receives a financial incentive, or reduction in removal fees of non-recyclable waste. Recyclable material is also procured from informal recyclers that bring recyclables to the company's warehouse, or collections from rural areas. Some of these recyclers find the recyclables mainly by scavenging on the Acaciavalle landfill site.

However, The ALFRED DUMA LOCAL MUNICIPALITY is currently constructing three (3) transfer station in Driefontein (Ward 19),

Watersmeet (Ward 16), St Chad's (ward 27) which will be used for sorting all recyclable commodities collected from the surrounding areas and households and then transported to the already existing waste management centre (main plant) located in Acaciaville (Ward 20) and sold to the end users (e.g. private sectors). Two cooperatives per ward will be appointed to manage the transfer stations and the waste management centre under the supervision of the service provider that will be appointed by ALFRED DUMA LOCAL MUNICIPALITY.

The service provider will provide training to these beneficiaries in solid waste management and recycling processes and will cover the following aspects:

1. Waste Recycling and Management Training
2. Lease of Waste Recycling Machine/Equipment
3. Commodity Processing
4. Operational Plan
5. Other matters relating to Waste Recycling and Management

The project will be administered by the service provider for a period of three (3) years and then be transferred to the municipality for monitoring**.**

3.8 TRANSPORT INFRASTRUCTURE

The Emnambithi Ladysmith Municipality comprises of an efficient road and transportation system. The main road system in the Alfred Duma Local Municipality consists of:

- the N3 running in a North South direction (Johannesburg to Durban) through the Western side of the municipal area,

- the N11 running from the N3 in the west towards Newcastle in the North East through the town of Ladysmith and the municipal area, and Provincial Roads (R 74, R 103, R 600 and R 616) link the various towns, townships and settlements with each other.
- Various local roads

The national road running through the district, the N11 has a strong impact on the travel patterns and traffic composition in the district. Large volumes of heavy vehicles dictate the travel speed on the N11 and are also the cause of much of the congestion in town of Ladysmith

There is generally very little or no provision for pedestrian and bicycle travel in the municipal area. Public transport is also limited to bus and minibus-taxi operations providing services between Ladysmith, Colenso, Bergville, Driefontein, Steadville, Watersmeet, Tshakane and Ezakheni. There is a very good Railway system within the municipality. No daily commuters are currently transported by rail services in the ALFRED DUMA LOCAL MUNICIPALITY area.

The maintenance of local roads is the responsibility of the local municipality whilst the maintenance of provincial and national roads are the responsibility of the Provincial and national Departments of Public Transport.

Roads assessment conditions have been conducted and the findings shows that the general conditions of the roads distresses shows that there are potholes, cracks, storm water drainage blockages and road furniture also shows that some need attention. The general road condition of ALFRED DUMA LOCAL MUNICIPALITY shows that 45% are Good, 39% poor, 12% are Fair and only 4% are in very bad state. Road furniture shows that 55% are good, 31% is fair and 14% is poor. The requirements or maintenance action needed in most road segments is local repairs, regravelling routine maintenance or upgrading.

3.8.1 KEY ISSUES RELATING TO TRANSPORT:

There are no adequate resources to dealing with transport planning and management in the Municipality at present although the revised structure within the Infrastructure Development and Municipal Services – PMU – and Engineering Services indicates that there are no dedicated personnel to address transport planning requirements. The existing Transport plan was don in 2010 and the plan is to review in 2019-2020 financial year.

Other issues relating to transportation and transport infrastructure include but are not limited to:

- Limited funding to provide adequate public transport services;
- Lack of integration of services between transport modes;
- Lack of adequate control and enforcement over public transport modes;
- Limited capacity to ensure safety at public transport pick-up and drop-off points.
- The public transport system is economically inefficient with many services in direct competition with each other
- The Municipality has not made any special provisions for people who are disabled and those who have special needs in the transport and road infrastructure services

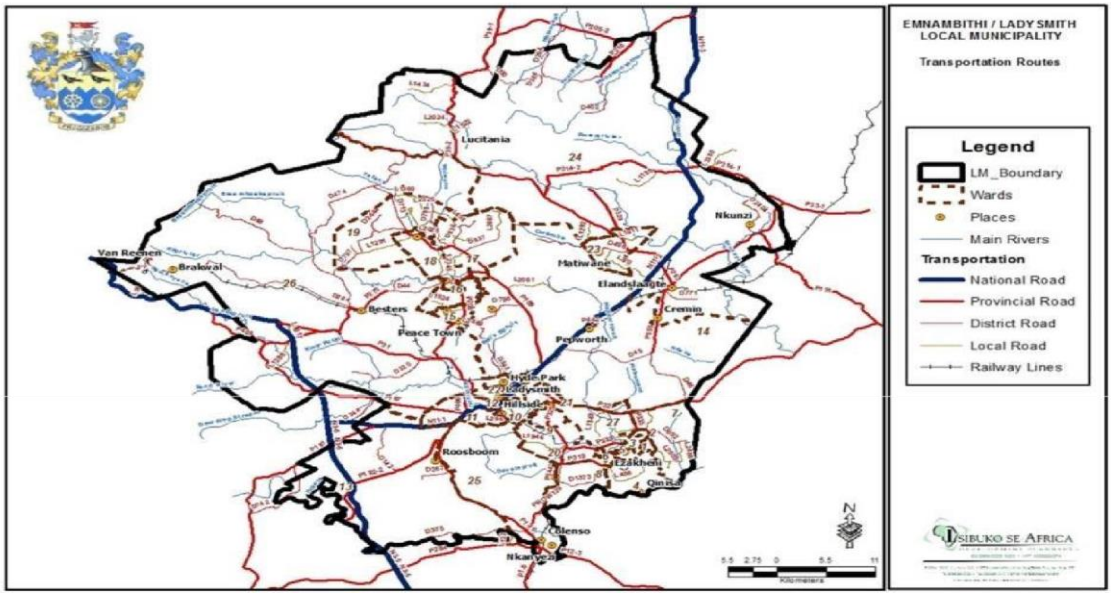
The maintenance objectives of local roads that were achieved in the 2014/15 financial year were as follows:

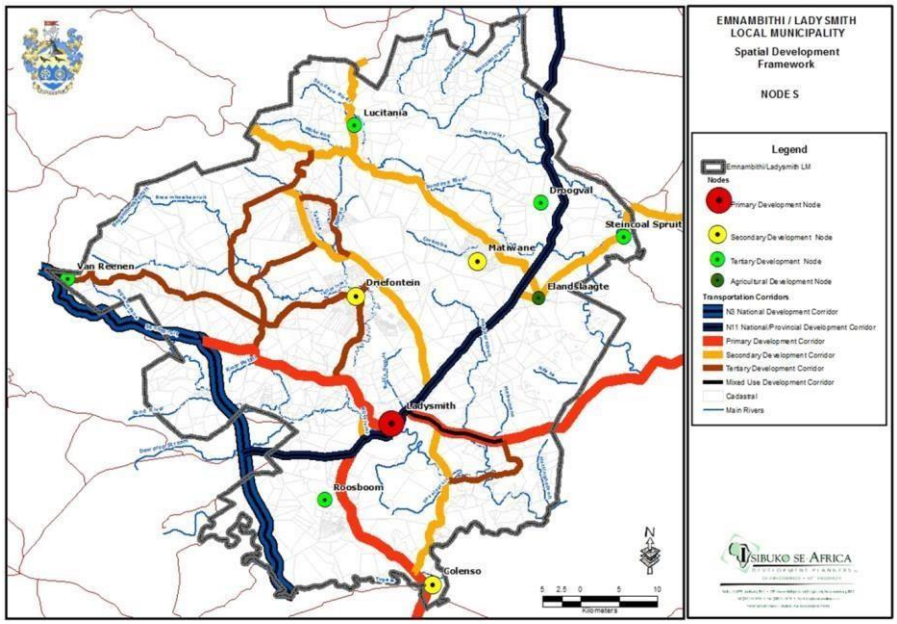
- Grading and re-gravelling of rural roads (65.15km)

- Sealing of roads (15 321m²)
- Sidewalks maintenance (2127.36m²)
- Storm water pipes maintenance/ clearance (9629.5m)
- Construction of new storm water drainage system (1110m)
- Kerbing and channeling repairs (639.4m)
- Catch pit / main holes repairs (376)
- Construction / Maintenance of low water crossings

During the adjustment budget process and amendment of the 2015/2016 IDP the Municpal Maintance Plan was also adjusted and the plan will be attached to the amendment IDP 2015/2016

Map indicating the main nodes and roads in the Emn ambithi Ladysmith Municipality





Projects for roads to be implemented in 2019/2020

STREETLIGHT IN WARD 13 (MIG)	R 2 000 000
TARRED ROADS IN WARD 11 - (MIG)	
HIGH MAST LIGHTS IN WARD 11 (MIG)	R 2 000 000
TARRED ROADS IN WARD 1 & 2 (MIG)	R 15 000 000
HIGH MAST IN WARD 3&4	
TARRED ROADS IN WARD 7 - MIG	
TARRED ROADS IN WARD 27 - MIG	
TARRED ROADS IN WARD 5 - (MIG)	
HIGH MAST IN WARD 24(MIG)	
MINI FACILITY IN WARD 24 (MIG)	R 2 000 000
TARRED ROADS IN WARD 23 - MIG (NEXT TO CLINIC)	
GRAVEL ROAD IN WARD 16 AND 18 - MIG	R 3 500 000
TARRED ROADS IN WARD 16/18	
PEACETOWN TAXI RANK WARD 15 - MIG	
HIGH MAST IN WARD 16	
VEHICULAR BRIDGE WATERSHED - ROODEPORT WARD 19 (MIG)	
HIGH MAST LIGHTS IN WARD 17 (MIG)	R 2 000 000
TARRED ROADS IN WARD 17 / LOW WATER CROSSING - MIG	
TARRED ROADS IN WARD 20 - MIG	
TARRED ROADS IN WARD 21 - MIG	

INDOOR HIGH PERFORMANCE FITNESS CENTRE - WARD 11	R 8 243 000
TARRED ROADS IN WARD 9 (MIG)	R 8 000 000
STORMWATER UPGRADE IN WARD 12 AND 22 - MIG	
TARRED ROADS IN WARD 10 - (MIG)	
WAAIHOEK ACCESS ROAD - (MIG)	
KWAKUNYABANTU ACCESS ROAD - (MIG)	
MALIBA ACCESS ROAD - WARD 7 (MIG)	R 3 500 000
KWANGUBEVU ROAD - WARD 31 (MIG)	R 3 500 000
OQUNGWENI ROAD WARD 30 (MIG)	R 3 500 000
MNANGENI ROAD WARD 31 - MIG	
UITVAL COMMUNITY HALL - (MIG) - WARD 35	R 5 000 000
EKUVUKENI TAR ROAD (MIG) - WARD 33	R 8 000 000
HIGH MAST LIGHTS IN WARD 34 (MIG)	R 3 683 000
HIGH MAST LIGHTS IN WARD 32 (MIG)	
KWAHLATHI HIGH MAST LIGHTS - WARD 36 (MIG)	
WARDS 6, 7, 11, 20, 25, 27 & 29 - 250 CONNECTIONS	R 3 548 388
WARDS 16,18 & 19 - 225 CONNECTIONS	R 3 193 548
WARDS 14 & 23 - 300 CONNECTIONS	R 4 258 065
FURNITURE AND EQUIPMENT	R 1 350 000
REFURBISHMENTS	
REPLACEMENT OF MUNICIPAL FLEET	
INEP	
	R 82 276 000

Electrification projects to be undertaken in 2018/2019 under the INEP Grant

WARDS 6, 7, 11, 20, 25, 27 & 29 - 250 CONNECTIONS	R 3 548 388
WARDS 16,18 & 19 - 225 CONNECTIONS	R 3 193 548
WARDS 14 & 23 - 300 CONNECTIONS	R 4 258 065

3.9 ACCESS TO COMMUNITY FACILITIES

The Alfred Duma Local Municipality over the past four years has worked really hard in ensuring that communities have better standards of living by ensuring that local communities have access to social facilities at a ward level. Fully serviced facilities have been provided to communities as per the details and map below. The Municipality undertook a study of the existing social facilities which proved that the municipality has provided a number of much needed social facilities and in some rare cases the council has seen some social facilities being over provided or provided in a scale too large for that specific community.

Understanding that sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socioeconomic variation Council initiated a process of establishing guideline document working with sector departments that aims to guide the provision/ assessment of social facilities in existing and new settlements. Social facility planning allows sector departments and the municipality to improve investment decisions about the number, size, type, location and space requirements of social facilities based on technical information rather than political advocacy to ensure the development of integrated human settlements that are well provided for in respect of social facilities.

In ensuring that the facilities are accessible to all community members the document also looks at the location of the facilities (ideally should be clustered at central locations). National government promotes the

sharing and clustering of facilities, through Thusong Centres. Similarly the sharing of halls, sports fields and other facilities by different stakeholders should be encouraged where possible in all towns and villages. The clustering of facilities creates opportunities for facility multi-use, sharing, etc. and should result in land savings and trip reductions. Also important is the contribution that this type of investment can make to creating islands of development and structure for city/town building.

The status of Alfred Duma Municipal Social Facilities is as follows: -

3.9.1 HEALTH CARE FACILITIES

There are two main hospitals within the region, namely the Ladysmith Provincial Public Hospital and La Verna Hospital which is a private hospital. They both serve as regional facilities and have a service threshold that goes beyond the municipal boundaries. Primary health care is provided through public clinics strategically located to serve the existing settlements (refer to the Map below). The municipality is vested with a number of clinics that are serviced but like any other clinic especially in townships and rural areas sometimes suffer from a shortage of medical supplies. The clinics within the municipal area of jurisdiction include:-

1. Acaciavale Clinic
2. Driefontein Clinic
3. Colenso Clinic
4. Waltons clinic
5. Ezakheni Clinic
6. St Chads Emergency Center
7. Tholeni Clinic
8. Kwa-Mteyi clinic

In the Central Business District a Day Hospital has been opened that offers a variety of health services to the public and second day hospital is being constructed in Hospital Park. These day hospital ease the strain on

already constrained hospitals and clinics in Ladysmith. The area of St Chads and Ezakheni has benefited greatly from the recently constructed St Chads Emergency Center that services a large number of the population and offers a variety of services. A medical center is being constructed in the area of Ezakheni to ensure that the communities receive medical attention without travelling long distances to Larvena Hospital located ±20 km away.

Some of the areas (especially rural areas) receive health services by means of mobile clinics supported by the Provincial Hospital. The mobile clinic points are located in areas that have all weather roads and accessible by a car. The Matiwane, Roosboom, Bluebank and Jonono areas are provided with mobile clinics to ensure that communities have access to basic health care.

3.9.2 EDUCATIONAL FACILITIES

The ALFRED DUMA LOCAL MUNICIPALITY is generally well provided with primary and secondary schools. Mnambithi FET College and Ezakheni FET Collage are the only government tertiary institutions found in the area. A private nursing (New Horizon School of Nursing) is located in Ladysmith, working with Larvena and Ladysmith Provincial Hospital provides learning opportunities and training for nurses. Given the regional role of the Ladysmith as a town, and the size of its service threshold, the area provides opportunities for the location of other training institutions and hence the municipality is working tirelessly to get the Durban University of Technology to locate in Ladysmith.

In terms of early childhood development the Municipality has constructed 6 fully services crèche's in the rural areas to ensure that the previously disadvantaged communities have access to learning opportunities. In terms of backlogs in the urban areas of Ladysmith Mkhamba was identified as one area with a shortage of primary schools hence the construction of Mkhamba Primary School that has been initiated. In the rural areas

The areas of greatest needs with regards to primary and secondary education include the area of St Chads, Peacetoen and Roosboom. This can be attributed to the high growth rates experienced by the areas. In the rural areas educational facilities are available but in most cases constrained as they service a number of children and because of the scattered nature of rural settlements children walk long distances to schools.

The Department of Education has worked tremendously in ensuring that children get access to education by providing a number of schools that are serviced and conducive for learning.

3.9.3 LIBRARIES

To encourage and promote education and literacy libraries are spread across the well developed/ highly populated areas of Ladysmith. These libraries except Ezakheni library have internet connection which will be installed in 2016/2017 financial year. Books- limited in townships and services, staff and security

All except Ezakheni library have internet connection which will be installed in 2016/2017 financial year

There are five public libraries within the ALFRED DUMA LOCAL MUNICIPALITY area:

1. Ladysmith Town Library;
2. Colenso Library;
3. Ezakheni Library;
4. Limit Hill Library
5. Steadville Library; and
6. Agra Crescent Library
7. Ekuvukeni Library

The libraries in the township are suffering from a limited supply of books but are fully serviced. The Municipality is working diligently in trying to provide books especially as the municipality aims at instilling the culture reading especially amongst the youth. There is a need for the construction of libraries in Roosbom, Driefontein, St Chads and Peacetown.

3.9.4 POLICE STATIONS

The South African Police Services aims to create a safe and secure environment for all South African citizens. In Alfred Duma Municipality Police Stations are spread across the municipal area of jurisdiction and service all areas within the municipality.

The following police stations are located within the municipality:

1. Ladysmith Police Station;

2. Besters Police Station;
3. Colenso Police Station;
4. Elandslaagte Police Station;
5. Ekuvukeni Police and
6. Ezakheni Police Station;

Even though the Police Stations service all the areas within the municipality there is a need to increase staff complements and locate more Police Stations closer to local areas. The areas of greatest need include Peacetown, Roosboom, Sta Chads and

Matiwane as they are fast growing areas.

3.9.5 HALLS

To increase public participation and provide for a meeting place for communities the municipality has endeavoured to construct community halls in all municipal wards. The halls constructed are fully equipped with services, kitchen, ablution, stage, chairs and tables and security to ensure that the halls are efficiently used. The following halls exist within the municipality:-

1. Ward 3 Hall
2. Ezakheni Hall
3. E-Section Community Hall
4. Ward Community Hall
5. Tsakane Community Hall
6. Steadville Community Hall
7. Agra Crescent Hall
8. Town Hall
9. Roosboom Community hall
10. Burfford Community Hall

11. Ward 15 Community Hall
12. Peacetown Community Hall
13. Amantugwa Tribe Hall
14. Kleinforntein Community Hall
15. Mthanti Community Hall
16. Area J Community Hall
17. Limit Hill Community Hall
18. Ward 23 Community Hall
19. Nkunzi Community Hall
20. Colenso Community Hall
21. EmaRomeni Community Hall
22. St Chads Community Hall
23. Ekuvukeni community Hall
24. Tholeni Community Hall
25. Makhasi Community Hall
26. Sigweje Community

Community halls and Constituency Offices to be constructed in 2019/2020

Construction of Uitval Community Hall in Ward 35 by 30 June 2020

The challenges relating to halls is that of halls becoming a financial burden to the municipality as they require maintenance. This has necessitated that the municipality closely looks at the halls and their financial implications and such is appropriately budgeted for.

3.9.6 SWIMMING POOLS

The municipality has constructed and is maintain a number of swimming pools in Ladysmith. The challenge about providing swimming pools in all local areas is that in some cases water or electricity supply is not available and densities are not high enough to support the construction of a swimming pool. This has resulted in limited swimming pools being provided. The municipality has a vision that

communities should not have to travel over 30 kilometres just to access swimming pools. The following swimming pools are available in Ladysmith:-

1. Section E Community Pool
2. Ladysmith Town Pool
3. Agra Crescent Pool
4. St Chads Swimming Pool
5. Colenso Swimming Pool
6. Limit Hill Swimming Pool

3.9.7 SPORTSFIELDS

The municipality whas constructed a number of Sportfsfields and is currently maintain these facilities. The Sportsfields are equipped with changerooms, ablution, pavilions and security. Sportsfields the municipality constructed and is maintaining: -

1. Mabhomane Sportsfield
2. Khandahar Sportfield
3. Settlers Park Sportsground
4. Agra Crescent Sportsfield
5. Roosboom Sportsfield
6. Bufford Sportsfiled
7. Peactown Sportsfield
8. Limit Hill Sportfield
9. Acaciavale Sportsfield
10. Ezakheni Sportsfield
11. Driefontein Sportsfield
12. AG Magubane Stadium
13. Matiwane Sportsfield
14. Colenso Sportsfield

In rural areas informal sportfields exist but do not have proper facilities. These areas are targeted for upgrade by the municipality.

Sportsfields to be constructed and Upgraded in 2019-2020

- Upgrading of Acaciaville Sports Field which will be done jointly with the Provincial Department of Sports and Recreation.
- Upgrading of the AG Magubane Stadium to be done jointly with the Provincial Department of Sports and Recreation.
- Construction of Indoor High Performance Fitness Centre done jointly with the Provincial Department of Sports and Recreation and it's a project that will be completed in the next 5-10 years as it is done in phases.
-

3.9.8 RECREATIONAL PARKS

The following parks exist in Ladysmith that are serviced and provide with playing equipment:-

1. Ezakheni Recreational Park
2. Wimpy Park Recreational Park
3. Matiwane Recreational Park
4. Bufford Recreational Park
5. St Chads Recreational Park
6. Ezakheni E Recreational Park
7. Driefontein Recreational Park
8. Colenso Recreational Park

In rural areas of the municipality informal parks exist with no services or play equipment these parks need to be formalized, properly serviced and provided with play equipment.

3.9.9 CEMETERIES

The cemeteries that exist in the municipality are as follows:-

1. Ladysmith Town Cemetery
2. Bluebank Cemetery
3. Ndomba Cemetery
4. Mbulwane Cemetery
5. Ezakheni E Cemetery
6. Ezakheni C1 Cemetery
7. Ezakhnei C3 Cemetery
8. Ezakheni D1 Cemetery
9. Ekuvukeni Cemetery
10. Tholeni Cemetery
11. Limehill cemetery

Access to cemeteries is one of the main challenges facing the municipality. The cemeteries in Ezakheni C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. The municipality then constructed a cemetery to service the whole of Ezakheni and its surroundings areas called the Ezakheni E Cemetery. None of the e benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also opened in trying to locate barial space in close proximity to where people live. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom. Studies for the identification of land and development of a regional burial facility are currently underway. The municipality has prioritized this areas for formalization and servicing.

3.9.10 THUSONG CENTERS

The following Thusong Centers exist in the Municipality:-

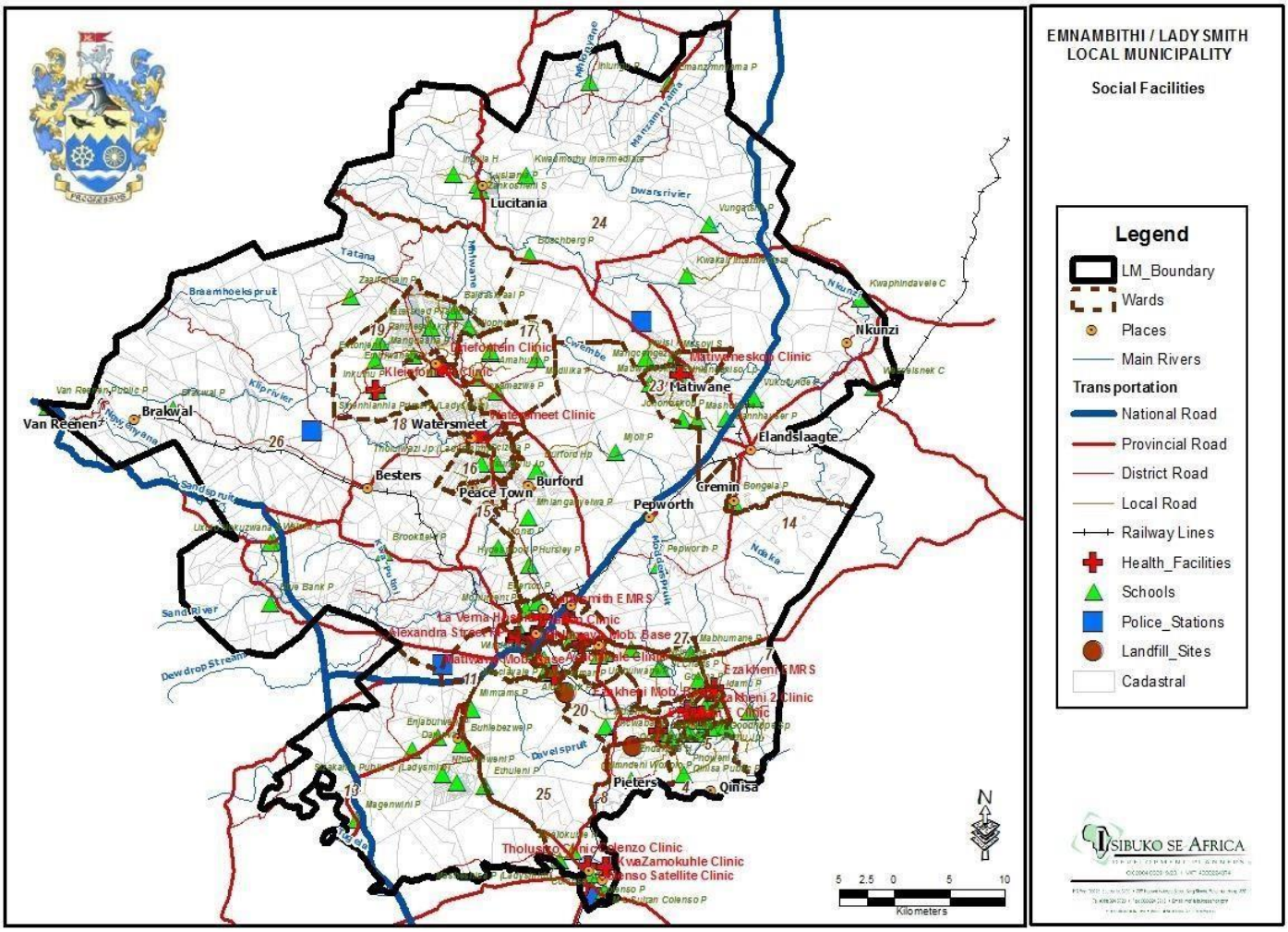
1. St Chads Thusong Center
2. Roosboom Thusong Center

3. Driefontein Thusong Center

The municipality has recognized a need to establish a Thusong Center in Matiwane/Jononoskop areas.

3.9.11 OTHER SOCIAL FACILITIES

The municipality enjoys access to one museum that is fully equipped with all facilities. There are two fire stations within the municipality and the Uthukela District Municipality has commenced with a Disaster Center to service the whole district of Uthukela. The municipality has one Home Affairs office located in the CBD of Ladysmith and the other communities enjoy access to this services via satellite offices normally located in halls or Thusong centers.



3.10 HUMAN SETTLEMENTS

3.10.1 SETTLEMENT PATTERN

The settlement pattern in the ALFRED DUMA LOCAL MUNICIPALITY reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary significantly in character and form themselves into a continuum ranging from highly urban and relatively dense settlements such as Ladysmith Town through to sparsely populate rural settlements located on predominantly agricultural land. Other settlements within the municipality are as follows:

Formal urban settlements of Colenso, Ekuvukeni and Ezakheni and the surrounding formalised areas.

Peri-urban settlements such as Roosboom and St Chads.

Rural settlements such as Matiwane, Driefontein, Waaihoek, Mhlumayo, Tholeni, Burford, Watersmeet, Uitval etc.

Small isolated settlements located on commercial farmlands. Some of these are land reform settlements.

The settlement pattern in the municipality is distorted with the Ladysmith CBD being situated much closer to the affluent western parts of the municipal area, while the poor are farther away from social and economic opportunity areas. As a result, the poor have to travel long distances to these areas.

3.10.2 URBAN SETTLEMENTS

3.10.2.1 LADYSMITH

Ladysmith Town is the main/primary urban area in the municipality. Primary access to the town is achieved via the N11 and R103. The town is located at the intersection of these two towns with the N11 running in a north-south direction which the R103 runs in an east-west direction. With the exception of the Town Planning Scheme, and the CBD Plan developed recently, Ladysmith does not have any strategic framework to guide its future development. Ladysmith is one of the areas that are experiencing net in-migration within the district.

Ladysmith is a typical apartheid town characterised by the following:

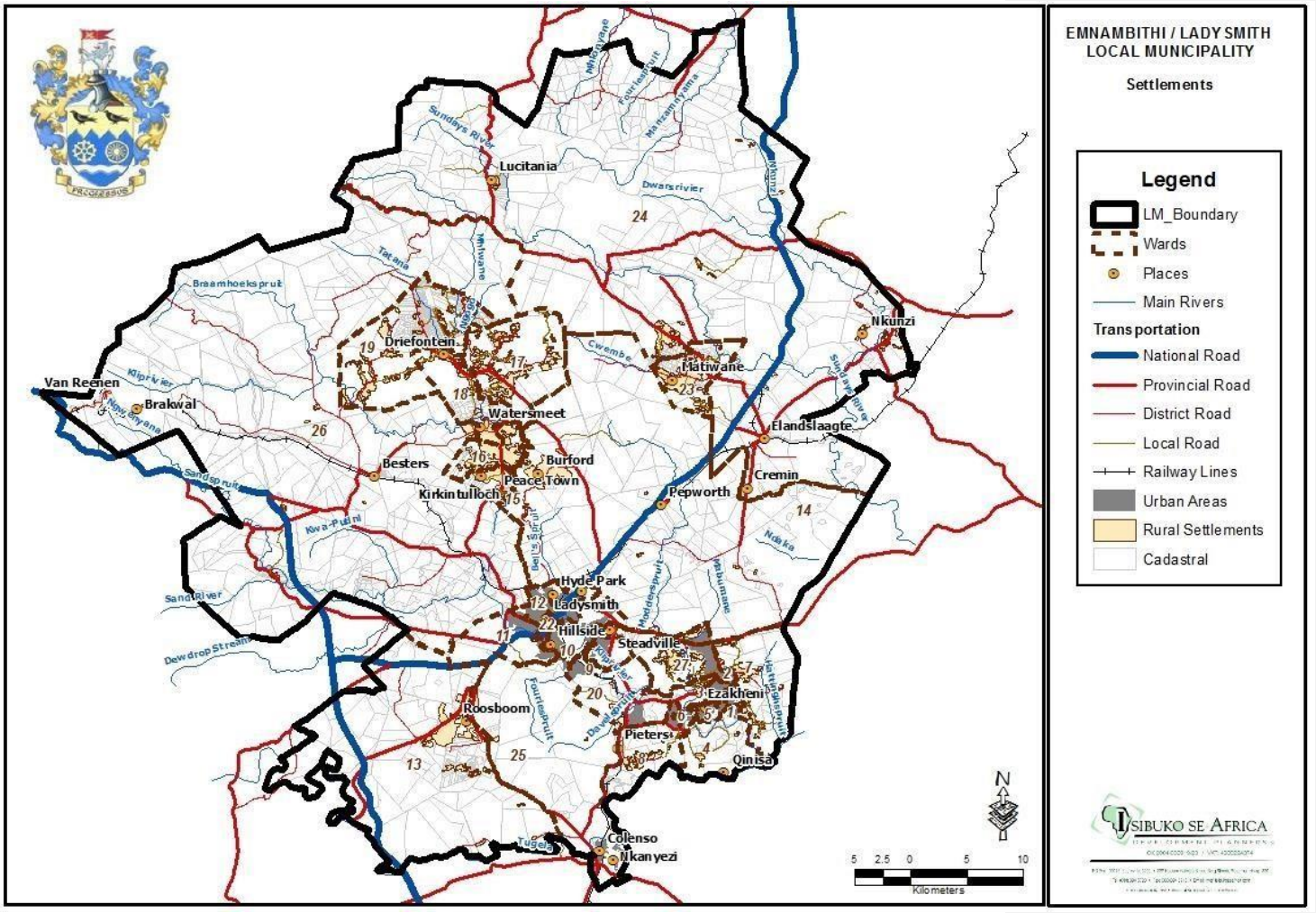
- Spatial fragmentation which arises from the apartheid planning system which separated people along racial lines and pushed the poor and townships such as Ezakheni to peripheral locations
- Land use separation emanating from a zoning based land use system and suburban view of quality living environments. As such, places of work are separated from residential and public amenities.
- Low density urban sprawl which occurs in the form of uncontrolled land development in peripheral areas such as St Chads.
- Cellular development occurring in the form of inward oriented neighbourhoods reflecting the impact of phased or *adhoc* approach to development.

3.10.2.2 RESIDENTIAL SUBURBS

As in many typical South African Towns, middle to up-market residential areas surrounds the CBD with the majority of these located to the west of the CBD. They include the residential suburbs such as Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Van Riebieck Park, etc. These areas have remained relatively static with limited amount of development occurring in areas such as Hyde Park, Observation Hill, Reservoir Hill and Hillside, extending away from the CBD.

Relatively lower middle to low income communities are within Ladysmith Town is found in the east. They include Steadville Township and Leonardsville, Public facilities such as cemeteries and industrial land separates these areas from the CBD in a typical apartheid planning style. As such, both spatial separation and land use fragmentation remain one of the distinctive anomalies that characterises Ladysmith.

While speculative and low density urban sprawl occurs in the middle income and upmarket areas, the majority of urban growth involves low income communities who occupy and develop land informally. The resulting peri-urban settlements are discussed below.


EMNAMBITHI / LADY SMITH
LOCAL MUNICIPALITY
Settlements
Legend
LM_Boundary
Wards
Places
Main Rivers
Transportation
National Road
Provincial Road
District Road
Local Road
Railway Lines
Urban Areas
Rural Settlements
Cadastral
Lucitania
Driefontein
Matiwane
Nkunzi
Van Reenen
Brakwal
Watersmeet
Elandslaagte
Besters
Burford
Peace Town
Kirkintulloch
Pepworth
Cremin
Hyde Park
Ladysmith
Hillside
Steadville
Ezakheni
Roosboom
Pieters
Qinisa
Colenso
Nkanyezi
Sundays River
Dwarsrivier
Braamhoeksprut
Klip River
Sandspruit
Sand River
Dewdrop Stream
Ndaka
Cwembe
N
5 2.5 0 5 10
Kilometers
SIBUKO SE AFRICA

3.10.2.3 EZAKHENI TOWNSHIP

Ezakheni Township is one of the oldest townships in the municipality, situated about 25 kilometres from the Ladysmith CBD in what was the KwaZulu homeland territory. It was established, in part, as a response to the industrial decentralisation program that led to the establishment of Ezakheni Industrial Township and as a means to meet the housing requirements of people who were coming to work in and around the Ladysmith Area. Ezakheni also housed people that were uprooted from black spots in the district which included Roosboom, Hobsland, Umbulwane, and Cremin. In view of its location in relation to Ladysmith, Ezakheni represents one of the footprints of the apartheid past that will take a while to eliminate.

The township is characterised by low levels of economic activity, high rate of unemployment and poverty, crime and poor physical environment. With the dawn of democracy, a number of housing projects have been implemented in the area as a means to address housing backlog and clear an increasing number of slums. More recently, a relatively large township has also developed on what was previously church land in St Chads. As in Ezakheni, this area has been subject of land tenure upgrading and housing development. A review of the plans submitted for the formalisation of this area indicates that the housing project unfolded in about seven phases.

The residential area of ezakheni is divided into different sections, as follows:

- Section A is located in the north east of Ezakheni. The area mainly consists of government cluster offices, old government houses, college of education, petrol filling station, shops, and offices in containers located next to informal taxi rank, as well as residential uses.
- Section B, C and D was designed to be the town centre of Ezakheni, but failed to achieve the use it was intended for. Activities in this section include a supermarket, community hall, pension payout point, clinic, businesses, church and post office.
- Section E is spatially dislocated (to the southeast), from the rest of Ezakheni with limited economic activity.

According to the Ezakheni Township Regeneration Strategy (Isibani Consulting, 2009: 2), the Township has suffered a decline in economic fortunes and a rise in social exclusion and deprivation. Occupancy rate in Ezakheni Industrial Estate has declined, partly as a result of the withdrawals of decentralization subsidies and also in response to the liberalization of the South African economy. Ezakheni Industrial Estate is a former

'border' industrial development area, located about 20 km south of Ladysmith and connected to the mainline at Pieter's station. It was developed by the KwaZulu Finance & Development Corporation and rail lines served various factories. All lines have been uplifted but there is a possibility that such lines may be of use in the future and a thorough evaluation of such a possibility should be investigated as a matter of urgency. Combined, these forces provide a potentially self-perpetuating downward trajectory for the future of Ezakheni Township and highlight the need for regeneration. The current economic performance of Ezakheni Township is somewhat surprising when considered in the context of the undoubted economic potential of the township. Locationally, Ezakheni Township is in a very strong position. It is on the edge of the Greater Ladysmith conurbation, in close proximity to Railway line and within commuting distance of the Ladysmith City Centre. This locational advantage has meant that, although it is facing some deep-rooted economic problems, Ezakheni Township has attracted a degree of inward investment.

The Ezakheni TRS identifies a step-change in the physical structure of the township as one of the pre-conditions for urban renewal. The township's current infrastructure (across transport, employment, land and premises, housing stock and social infrastructure) is poor, outdated and has suffered from lack of sustained investment. Static population growth and relatively slow employment growth has been insufficient to support sustained economic progress and private sector investment. As a consequence the township is in **'investment deficit'** with significant areas in simultaneous decline.

Much of the reason for this is owing to the fact that Ezakheni Township has outgrown its infrastructure (parts of which were never completed according to the requirements of the original plan), but has yet to achieve the critical mass required to generate the necessary private sector investment in renewal and capacity improvements.

Furthermore, the declining urban fabric of the township contributes to Ezakheni Township's negative image. A fundamental change in the physical environment of the township with selective renewal is required to reverse this image and open up the township to private investment. A flagship project within this will be the development of a shopping mall and regeneration of the local shops/supermarket as a symbol and gateway of the township.

3.10.2.4 COLENSO

Colenso is located in the southern tip of the ALFRED DUMA LOCAL MUNICIPALITY, on the border with the Umtshezi municipality. It developed on the banks of the Tugela River (UThukela) and is accessed from the R103 that links Colenso to Ladysmith in the north and to the N3 in the south. The town was proclaimed in 1926 and gradually developed from a rural village to a municipality in 1958.

The area forms part of the famous Battlefields Route and has a rich history and many historic remnants. The development of the town has however, severely decreased due to the closure of government parastatals such as the Eskom Power Station.

- The spatial structure of the town indicates six areas with different characters, as follows:
- Colenso Town contains the Colenso CBD, surrounding formal residential and defunct Power Station Complex.
- Nkanyezi Township is a former R293 township. It is characterised by low cost housing, poor infrastructure and community facilities.
- Newtown Formal middle-income residential units were historically built to absorb the overspill from Colenso Town.
- "Indian Area" is a formal middle-income residential that was historically occupied by the Indian Community.
- A Rural Residential area is located in the south. It is rural in nature and characterised by a traditional housing types as well as poor infrastructure and community facilities.
- Colenso Industrial Cluster contains a cluster of industrial units that formed a key part of an LED initiative to attract investment to the area. Only few land parcels within the cluster have been developed.

Colenso Town faces a number of challenges:

- Neighbourhood decay and neglect due to a number of reasons such as inadequate infrastructure maintenance; inconsistent service provision; and poor planning.
- Infrastructure and service obsolescence resulting from production and market changes that have rendered the built environment non-functional.
- At a residential level, poor economic conditions, declining employment opportunities, and the influence of poorly managed industrial areas, have further undermined the quality of life in the area.

There are obvious signs of dilapidated and decaying buildings, roads and pavements breaking up, and illegal dumping of waste; in addition to the increasing difficulty to let buildings, declining rentals, and lower employment densities.

3.10.3 PERI-URBAN SETTLEMENTS

3.10.3.1 ROOSBOOM

Historically, Roosboom was one of a few areas where black people were could purchase and own land in KwaZulu-Natal. However, in the early 1970s, pressure mounted to have the people of Roosboom removed. The presence of the settlement next to the main road to Johannesburg was seen as reflecting poorly on the Klip River District. Much was also made of the danger of increased road accidents in the area. More than 7,000 people were relocated in 1975 and 1976 to the newly-established Ezakheni Township.

Although the land owned by all African landowners at Roosboom was expropriated by the government and reverted to state ownership, removals from Roosboom during 1975-76 did not completely uproot Africans from the land. A few scattered portions of land owned by Indian and coloured landowners were not affected by the removal and several new African families moved into their lands as tenants or simply as squatters.

In 1994, Roosboom was selected as one of ten nationwide RDP lead projects on land restitution. This meant that Roosboom land restoration was identified as one of the important projects for the aim of RDP and as such it would receive a special financial support for settlement planning and 106infrastructure development.

The number of households who had returned to Roosboom by 1992 was 177. It increased to 230 (1,380 people) by mid-1993 and 684 (4,310 people) in 1996. It projected that it would increase up to 1,000 households (6,300 people) by 2000. Today, Roosboom has grown substantially in terms of both population size and extent of the area. In fact, it has become one of the peri-urban settlements in the ALFRED DUMA LOCAL MUNICIPALITY. Unless, outward growth and increase in density is managed, the area runs a risk of degenerating into a sprawling per-urban slum.

3.10.3.2 ST CHADS

St Chads is located situated approximately 10km north east of Ladysmith on the Farm Modder Spruit No. 1185. The farm adjoins the northern boundary of Ezakheni Township. It was acquired by the Emnambithi /Ladysmith Municipality for the upgrading of St Chads over the last ninety years. According to a Less Formal

township Establishment (LFTEA) application, there are approximately 3000 families who are accommodated in informal/semi-formal housing structures.

The area is subject to a multi-phased housing project which involves an in-situ upgrade of the existing settlement to provide the existing occupants/beneficiaries with proper sanitation, purified water, access roads and fencing, as well as utilizing the residual subsidy amount for the construction of a 30-40 square metre top structure / starter home or a supply of building material to upgrade the exciting structures. Some years ago, electricity was provided to a large part of the settlement by ESKOM.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith.

The LFTEA application further states that, over the years, two separate areas of St Chads have evolved with distinctly different settlement patterns and densities as follows:

- St Chads In-Situ Upgrade (Urban) – East of Modder Spruit
- St Chads In-Situ Upgrade (Rural)- west of Modder Spruit

These distinct areas have emerged and are classified mainly as a result of the density of settlement. The dense patterns of settlement are concentrated closer to the existing tarred main road, resulting in the so called "URBAN "node. The so called "RURAL" node to the west of the Modder Spruit is much less densely settled resembles an 'agric-village' type of settlement.

In terms of the Deed of Sale between the Alfred Duma Local Municipality and the Anglican Church, a portion of land of approximately 38 hectares which surrounds the existing St Chads church buildings and property, is to be subdivided and retained by the Anglican Church. This subdivision is registered as Portion 5 of the Farm Modder Spruit No. 1185.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith. St Chads is characterised by a denser settlement pattern (east of the Modder Spruit), concentrated closer to the existing tarred main road, and a much less densely settled area (west of the Modder Spruit), resembling an 'agric-village' type of settlement.

3.10.4 RURAL SETTLEMENTS

Notwithstanding the dominance of Ladysmith and the surrounding settlements, the ALFRED DUMA LOCAL MUNICIPALITY is also characterised by a number of dislocated relatively dense rural settlements. These are clustered as follows for the purposes of the SDF.

3.10.5 DRIEFONTEIN COMPLEX

Access to Driefontein is obtainable from P189 which is a Provincial Route that adjoins N11 to Newcastle and Ladysmith Town. The second alternative access road is by P208 which adjoins R103 to Ladysmith Town.

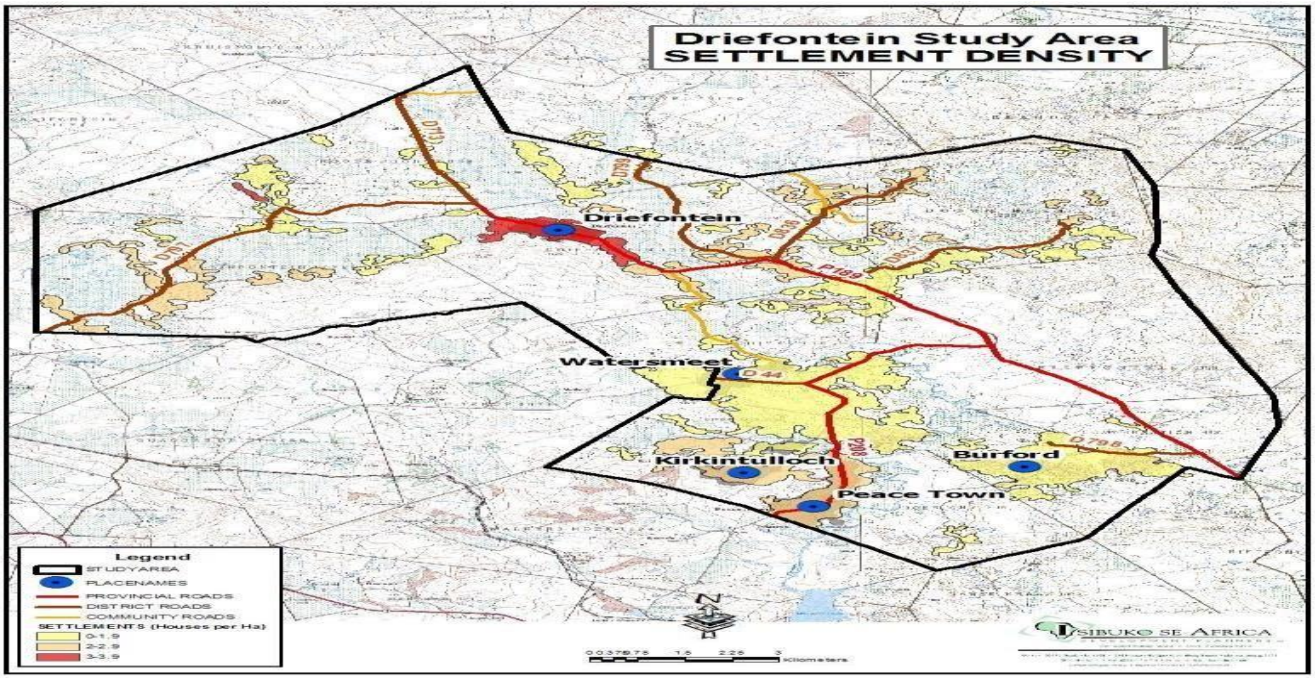
Driefontein has over the years evolved as peripheral to the economy of Ladysmith Town. The area grew with a number of unplanned settlements in largely undeveloped farms. It is physically linked with the main town of Ladysmith by P189 which adjoins N11. Despite this location, the area remained relatively isolated from the mainstream economy and has grown as a poverty pocket which is just outside of the main town.

The Driefontein Complex consists of thirteen parent farms and is located to the north of Ladysmith CBD. Driefontein complex has a catchment population of 53 581 people (24% of ALFRED DUMA LOCAL MUNICIPALITY population). The area was designated as a black spot in 1985 under the consolidation proposals of the 1970s. Over the years, the area expanded and grew but remained undeveloped settlements. The area is administered by the Abantungwa-Kholwa Traditional

Authority.

The complex consists of the settlements of Driefontein, Watersmeet, Kirkintulloch and Burford. No formal detailed planning exists for the area, save to mention the Structure Plan that was developed in 1990 and a recently completed Local Area Plan.

A number of smaller dispersed rural settlements have also emerged and are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. The organs of the state which includes the municipality and government departments have proactively embarked on providing certain level of services to the community that reside within the area.



The settlement density slightly differs within various parts of the area. Driefontein appears to be the main settlement as such it has the highest density within the study area as it accounts for 3 – 3,9 households per hector. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein which have a density of 2 – 2, 9 households per hector.

The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hector. These include Burford, Watersmeet and settlements along D836. The development challenges that persist within the area include relatively high population density, a lack of social, economic, bulk infrastructure and a poorly developed local economy.

3.10.6 NORTHERN SETTLEMENTS

The northern settlements form part of municipal wards 24 and 25, and covers approximately 99 833 ha of land.

The area consists of the following settlement clusters:

- Lucitania;

- Matiwane;
- Elandslaagte; Cremin; and Nkunzi.

Expansive commercial agricultural farmlands covers the majority of the area, while isolated scattered rural settlements are found mainly in Matiwane, Nkunzi and Cremin on either communal property institution (CPI) or privately owned land. None of these settlements is located on Ingonyama Trust land.

These settlements are situated approximately 30km north of Ladysmith, in close proximity to the N11. The local access road (P263) linking Matiwaneskop to the N11, as well as the access road servicing Jonoskop, is gravel. The other access road links Matiwaneskop to Driefontein. The settlements of Matiwane, Jonono, Nkunzi and surrounding farmlands are located as far as 30 – 50km away from the central business district of Ladysmith. These areas function as the residential areas for the farming community and labour and can be considered as the peripheral to the economy of Ladysmith. They are made out of ward 23 and 24 of the

Municipality and share the administrative boundaries with Endumeni and Dannhauser Local Municipalities. Over the years, these farms attracted rural settlements with different which are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. This was further exacerbated by the closure of the mining activities within the area.

The study area comprises of discrete pocket of settlements that are separated by a group of farms while linked by the main routes to each other. Matiwaneskop, Jononoskop and Lucitania share the same pattern which is a simple grid-iron. This pattern is familiar amongst betterment planning and early township planning approaches. The grid-iron pattern is favourable considered for the delivery of services. However Nkunzi and Cremin settlement areas do not follow this pattern. It appears as if these areas were not subjected to any proper land use allocation as a result these settlements do not have any recognizable structure (Status Quo Report, 2012:34).

3.10.7 SMALLER SETTLEMENTS

Smaller settlements within the municipality include the following:

- Blue Bank Settlement is located to the west of the N3 adjacent to the P187.

- Van Reenen settlement is located in the most western tip of ALFRED DUMA LOCAL MUNICIPALITY along the N3. The settlement is to the north of the N3 and the area has been identified as the gateway into the province.
- St. Joseph's Mission is further north of the Blue Bank settlement, also located to the west of the N3 and adjacent to the P409. The area is located on old Mission ground.
- Droogval Settlement is located to the west of the N11 and in the northern portion of ALFRED DUMA LOCAL MUNICIPALITY.
- Steincoal Spruit is located adjacent to the R602 and in close proximity to the Wasbank settlements in the Endumeni Municipality.
- Lucitania Settlement is situated to the north of the Collings Pass Road, which links the N11 to Matiwaneskop complex, as well as to the Free State.

3.10.8 SETTLEMENT DENSITY

The highest settlement densities are found within some of the rural settlements that form part of the Matiwane area. This is followed by relatively high densities in parts of the main urban areas of Ladysmith and Ezakheni, as well as parts of Colenso.

Settlement densities can be described as follows:

- Matiwane area: Matiwaneskop and Jononoskop have approximately 16 household per hectare.
- Cremin and Elandslaagte have a relatively low density of approximately 3- 3.9 households per ha.
- This is followed by a settlements adjacent to P314 which has a density of 2 – 2.9 households per hector. Other settlement pressure point are Nkunzi area and Lucitania, with about 10 households per ha.
- Ezakheni Township: Some of the highest density settlements are found in Ezakheni with an average density of 9.5 households per ha.
- Ladysmith area: Densities in the Ladysmith complex vary according to different areas within the complex. The highest densities are found in the eastern areas of Ladysmith (Steadville) with 8

households per ha. Lower densities ranging from between 3 to 5 households per ha are found in the central, north-western and southern parts of the complex.

- The Colenso settlement has household densities that vary between 2.7 to 14 (eastern part) households per ha.
- The Driefontein area is less densely populated. Driefontein has the highest density within this area of

 3 – 3.9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein, which have a density of 2 – 2.9 households per hector. The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hector and includes Burford, Watersmeet and settlements along D836.
- Other rural settlements, such as Roosboom accommodate between 1.2 and 1.8 households per ha, which is relatively low-density developments.

3.10.9 HOUSING DELIVERY

The Alfred Duma Local Municipality works closely with the Department of Human Settlements in appointing service providers to deliver housing projects within the ALFRED DUMA LOCAL MUNICIPALITY and tri-pite aggreements are entered into between the ALFRED DUMA LOCAL MUNICIPALITY, DoHS and the service providers. The DoHS provides funding for projects and municipality in most cases purchases land parcels in an attempt to fast-track the delivery of Housing.

Housing delivery serves as a spatial catalyst to socio-economic development of the municipality if the spatial location is well considered. The ALFRED DUMA LOCAL MUNICIPALITY in recognising this role has instituted three directives tools that guide housing development: the Integrated Development Planning (IDP), the Housing Sector plan within the IDP which was reviewed in June 2014 and the Spatial Development Framework (SDF).

The Department Human Settlement will not just address the needs of low income people but also examine the whole of South Africa's residential property market, while also managing and reducing the national

housing backlog. The main reason for this shift in focus is the acknowledged growing gap between the primary residential property market, (first time occupation dwelling units), and the secondary residential property market, (dwelling units up for resale).

Council has a housing backlog of approximately 22000 and has a serious shortage of land vested in councils name to ensure that integrated housing delivery is realised. Most of the land is privately owned in the rural areas and requires title deed adjustments. Council has identified many portions of land vested in the state and has submitted requests to them to transfer the said portions to council. Council has purchased three properties in the rural area for the implementation of the Storm Damaged Housing project.

Council has limited portions of vacant land for human settlements development thus limiting the prospects of future development. In view of the above consideration has been given to purchasing farms that are on the peripherals of the town which will ensure that all developments are integrated noting that there is an influx of people from the rural areas and surrounding towns. Consideration needs to also be given to purchasing old building in central town to develop into community rental units and for social housing purposes.

3.9.10 POTENTIAL SOLUTIONS

- Council must identify and prioritize areas to be developed and commence with prefeasibility studies and town planning issues.
- Council must consider allocating funds in the operation budget for installation of internal services which will act as bridging finance which can be claimed back from the Department of Human Settlements.
- Engage with the District municipality early regarding the availability of bulk services and/or sources such funding.
- Apply pressure on the Department of Rural Development and Land Reform to release land identified which is vest in their name for integrated development programmes.
- The Legal Section is currently investigating the expropriation route of land identified that council needs for basic services.

- The Integrated Development Planning (IDP), the Housing Sector plan within the IDP and the Spatial Development Framework (SDF) must complement one another to ensure that all developments are in line with the above plans.

3.9.11 HOUSING NEED

In ALFRED DUMA LOCAL MUNICIPALITY housing needs vary greatly across a wide spectrum of housing needs from low income to high income. The different housing related legislation, guidelines and policy documents across the whole housing spectrum must be taken into account to provide an aligned housing plan for the municipality. The municipal housing list clearly reflects a demand for both low income and middle income housing opportunities. Fundamentally, government intervention in the housing market is directed at the shelter needs of indigents.

While indigent support constitutes a significant portion of the Alfred Duma Local Municipality, the municipality has taken holistic approach to incorporate other housing typologies.

The ALFRED DUMA LOCAL MUNICIPALITY has an active list of applicants. This was first compiled in 2004. It currently has a total of 22340 applicants awaiting housing support. The municipality has to date created 7160 (completed units) housing opportunities for the low income bracket. The pace of housing development has been hampered by commonly recorded problems in the low cost housing development sector such as capacity of emerging contractors resulting in incomplete/defective projects. Under the list of incomplete/defective projects in this document it is evident that there are projects that were left incomplete by contractors. In most instances the municipality has no means of holding them accountable as their appointment contracts had no penalty clauses.

Four information sets have been used to determine the numeric extent of housing need in the municipality.

- **Greatest need based on income levels:** this utilizes census information on household income. Based on the census household income information, 24.73% of the households in the municipality

qualify for full housing support as they have no income. While this income segment may attempt to construct their own shelter, it often does not meet the engineering norms and standards to be classified as safe shelter.

- **Greatest need based on type of dwelling:** census data on dwelling type provides a means to determine the extent of need see Table 5 and Figure 2. This provides a cursory indicator of housing backlog. According to information on housing typology 55.9% of households are housed in formal dwellings while 30% of the households are housed in traditional dwellings.

Whilst traditional dwellings offer more than adequate housing in idyllic setting, the reality is that many of the traditional dwellings do not provide satisfactory shelter, compounded by the absence of basic services and amenities. The New Human Settlement Plan, Breaking New Ground argues that rural housing development should be considered as a tool to facilitate the development of both social and infrastructure services in rural areas. Thus rural housing seems a relevant tool to deliver services in areas of greatest need, that is, the tribal areas of the municipality. 6.7%% of the households live in informal settlements. Eradication of slums is a provincial priority. 60.9% of the municipal residents live in formal housing. Based on this analysis, 36.7 % of the municipal population is in need of housing support, that is, 18 946households.

Furthermore, there will be residents who qualify in terms of legislation but reside in formal dwellings. The focus is on those who live in less than adequate shelter. Prioritization program needs to take this factor into consideration, as there are a limited number of subsidies per municipality. Therefore, housing projects need to be delivered primarily in areas of greatest need. Thus is can be assumed that these two dwelling types constitute the means to quantify the demand that will be addressed by this housing sector plan.

- **Greatest need based on the housing list:** the municipality has an active housing waiting list, in this it is recorded that 22340 beneficiaries are registered for housing support. While the housing list can be classified as the most accurate means of determining the extent of need at face value. In a municipality like ALFRED DUMA LOCAL MUNICIPALITY where levels of illiteracy are high the probability of households that are in need not registered on the data base are high. Second

housing development focused in urban and peri-urban settlement, thus rural residents may not be aware of their qualifying status for housing support.

- **Greatest need based on project list:** The municipality has a list of project intended for implementation. There are two categories of these projects that is, planned projects and future projects making up a total 25049 units. This figure is much higher than the list of registered beneficiaries and the list only includes low cost housing only.

Humman Settlements Projects plaaned for 2017

- A Housing Sector Plan will be approved by Council 30 June 2018
- Generating tittle deeds in respect of the Enhanced Extended Discount benefit Scheme (EEDBS) by 30 June 2017
- Lease Agreements to be approved by Council by 30 June 2018 income housing. This figure is much higher than the list of registered beneficiaries.

3.11 TELECOMMUNICATIONS

3.11.1 STATUS CORE OF TELECOMMUNICATIONS TOWERS

Alfred Duma Local Municipality has over the last three years received numerous applications for the establishment of telecommunication towers and associated infrastructure. The requests/applications have come through as a result of the demand from the public because of poor network coverage within the municipal area. The demand for telecommunications and associated infrastructure is extremely high within

Ladysmith, as most areas do not have access to these facilities. Among the most affected areas are the rural settlements such as Mcitsheni, Roosboom, Driefontein, Peacetown, Burford, Hobsland, Lucitanea and Nkunzi.

3.11.1.1 NEEDS

There is a great need for telecommunications within Ladysmith area as it is a basic human right to have access to communications and is therefore a socio – economic priority. The municipality has undertaken on a few projects to improve the lives of the people in Ladysmith. The projects include both the rural areas and urban areas for telecommunication towers and 3G services.

3.11.1.2 PROJECTS

The following is the list of on-going and completed projects the municipality has undertaken in the past three years:

YEAR STARTED	PROJECT	STATUS
2013	Vodacom Peacetown Telecommunications Tower	Completed 2015
2013	Vodacom Reservoir Hill Telecommunications Tower	Completed 2014
2014	MTN Burford Telecommunications Tower	In Progress
2014	MTN Hobsland Telecommunications Tower	In Progress
2014	MTN Steadville Telecommunications Tower	In Progress
2014	MTN Acaciaville Telecommunications Tower	In Progress

2013	MTN St Chads Telecommunications Tower	In Progress
2014	MTN 3G Connection Rose Park	In Progress
2014	MTN 3G Connection Hospital Park	In Progress
2014	MTN 3G Connection Observation Hill	In Progress
2014	MTN Colenso Telecommunication Tower	In Progress
2014	Cell C Colenso Telecommunication Tower	In Progress
2015	MTN Lucitanea Telecommunications Tower	In Progress

3.11.1.3 BACKLOGS AND PRIORITIES

Ladysmith Municipality has prioritised the rural areas for telecommunication tower instalments as they are the areas who need network coverage the most. In some of these areas there is not even a single service provider that has their facilities in those areas. These areas include Mcitsheni, Nkunzi, Manzinyama, Lucitanea, Watersmeet, Van Reenen and Kleinfontein. The Urban areas need to be capacitated with 3G facilities/Services as there is poor 3G coverage within the urban area and the current infrastructure is overloaded. The current facilities need to be maintained and improved in order to improve Ladysmith's communication standards and to improve Ladysmith's economic sector as well as Education standards.

3.11.1.4 CHALLENGES

The municipality is depended on service providers who provide telecommunication facilities and services. Therefore to address backlogs of broadband and telecommunications the municipalities is depended on the financial plans of the service providers who prioritise their projects according to areas of greater needs and the threshold that is required.

3.11.2 BROADBAND FACILITIES

3.11.2.1 STATUS

The municipality currently runs its internet connection through internet cables and WIFI hotspots. These assist in sending and receiving emails, internet connection and the running of the Geographic Information Systems (GIS) as well as the Municipalities Website. The Alfred Duma Local Municipality will be appointing a service provider to upgrade the current broadband facilities in order to improve the efficiency of the municipality in delivering service delivery.

3.11.2.2 PRIORITIES

The Alfred Duma Local Municipality in the next financial year 2015/16 will be undertaking a project of installing WIFI facilities within community facilities in the municipal area. These facilities include Community Hall, Schools, Clinics and Community Libraries.

3.11.2.3 NEEDS

There is still a great need to improve the Ladysmith's broadband services as to improve service delivery, such as online media reporting, radio reporting, internet reporting and telephone reporting. However the municipality has recently established its On-Line Media reporting which reports complaints and news of the municipality on a daily basis although there is still a greater need to inform the public about these services. The municipality has recently launched a local radio station which is run by a private sector in conjunction with the municipality. The Radio station assists in delivering to the public the plans of the municipality, strategies of the municipalities as well as informing the public about community meetings.

Although these facilities are in place there is still a lot of work to be done in order to make these facilities highly efficient and known to the public.

3.11.2.4 BACKLOGS AND CHALLENGES

There is still a greater need to address the issue of installing surveillance cameras alongside Ladysmith CBD road and surrounding roads. This will be done in – order to reduce the level of crime and to provide more security. These surveillance facilities are ran through WIFI Hotspots which is why the municipality is embarking on the project of installing broadband facilities within the community facilities.

3.12 LOCAL ECONOMIC DEVELOPMENT

3.12.1 BACKGROUND

"LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, the public and private sector, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah, et al 2007)".

The LED Sections is a component of the Department of Development, Planning and Human Settlements. The purpose of the section is to facilitate a conducive environment for the internal and external stakeholders and to identify strategies that will enable the stakeholders to utilize available resources jointly to achieve sustainable Local Economic Development.

3.12.2 LED STRATEGY OR PLAN AND GOALS, OBJECTIVES, STRATEGIES

The LED Strategy is informed by a number of economic development proposals which were identified in the analysis section and was extracted from the reports in Section 1.4 of the LED Strategy (2013). This is currently being reviewed and will be completed in 2018-2019 financial year.

The LED Department identified the following goals and objectives inline with the broader municipal Goals:

- Creating an environment that is conducive to industrial development;
- The retention and expansion of existing industries;
- Encouraging growth and diversification in the manufacturing sector;
- Promoting SMME involvement in the manufacturing sector supply chain;
- Promoting skills development and training in industrial techniques.
- The promotion and facilitation of new investment (including SMME's as supporting industries); • The development and maintenance of infrastructure and services in manufacturing areas;
- Public-private sector coordination and communication.

3.12.3 PDGS AND DGDP PRIORITIES AND LINK TO KPA

The Local Economic Development (LED) Strategy aims to achieve the municipal vision which states that “By 2031, ALFRED DUMA LOCAL MUNICIPALITYLocal Municipality will be KZN’s most prosperous city, where all residents will enjoy a high quality of life”.

The Provincial Spatial Development Framework (PSD) key guidelines and goals are critical informants for the formulation of the ALFRED DUMA LOCAL MUNICIPALITY LED Strategy. Critical challenges have been identified within the LED Strategy and it has led to the formulation of the following strategies as proposals to realise the vision of the Alfred Duma Local Municipality:

- Manufacturing Development Strategy;
- Agriculture and Rural Development Strategy;
- Tourism Development Strategy;

The above strategies including the LED Strategy are in place and were prepared by UrbanEcon, an external service provider and are still to be reviewed annually in-house. Extensive stakeholder engagements were undertaken during the development of the Strategy and all inputs from various stakeholders during meetings were captured and filed. The LED Strategy is responding positively to the PGDP and DGDP and is proposing relevant programmes in line with the aforementioned policy guidelines.

3.12.4 FEASIBILITY OF LED INTERVENTIONS

The municipality has identified a chellenge in the preparation of LED interventions. The compilation of feasibility studies for LED interventions is a weakness. The municipality will address the challenge in the newt financial year through allocating a budget for appointing consultants who will conduct feasibility studies.

3.12.5 INTERVENTIONS AND PROGRAMMES/PROJECTS AND BENEFICIARIES

The following table indicates the Crop Farming Projects and beneficiaries:

PROJECT	AREA	WARD	BENEFICIARIES
INKANYEZI	NKUNZI	24	MS ZODWA

YOKUSA CO-OP			MKHWANAZI
UBUMBANO TRUST	MBULWANE	20	MR ZIKALALA
INHLANSIYOKUSA CO-OP	WATERSMEET	16	MR KUBHEKA
EGUGWINI TRUST	COLENSO	25	MR HLUBI
ZANELISENI CO-OP	TSAKANE	9	MRS BOWSE
GCINUSIZI CO-OP	STEADVILLE	21	MRS MAY
DLABANE CO-OP	KLEINFONTEIN	19	MR NTSHINGILA
CEMETERY ROAD NURSERY	OLD POUND	10	MRS HADEBE
MATTHEWS FARM COMBINED PROJ.	OLD POUND	10	INKANYEZI SPECIAL SCHOOL
C1 COMMUNITY GARDENS	EZAKHENI C1	5	MRS XABA
VUMANI CO-OP	MTHANDI	20	MS MBATHA
ZIMELENI CO-OP	SAINT CHADS	7	MR THABETHE
GOODHOPE FARMING	EZAKHENI D	4	MR MADONDO
IKUSASA CO-OP	BESTERS	26	MR MNCUBE
EMASWAZINI CO-OP	BURFORD	14	MR MLANGENI
SONWABILE CO-OP	BURFORD	14	MS DLAMINI
SLINDOKUHLE COOP	PIETERS		MR HLONGWANE
SAKHISIZWE CO-OP	EZAKHENI	2	MS KUBHEKA

MBALENHLE CO-OP	TSAKANE	9	MAM THULI
QEDINDLALA CO-OP	BLUEBANK	19	MR HLATSHWAYO
NTOKOZWENI CO-OP	MATIWANE	24	MS MAVUSO
COLENSO LUNCHEON CLUB	COLENSO	25	GOGO HADEBE
SIBANI CO-OP	NKUTHU	19	MR MSIMANGO
THUMBEZA CO-OP	TSAKANE	9	MS BOWSE
MHLANDLA CO-OP	E SECTION	6	MS SHABALALA
NDUDULA CO-OP	E SECTION	6	MS SITHOLE
MJEVUZA CO-OP	E SECTION	6	BUTHELEZI
MQEMANE CO-OP	E SECTION	6	MS N HADEBE
NATALASIA FARMING	NATALASIA	10	MR J KHUMALO

SWOT ANALYSIS OF THE ECONOMY

STRENGTHS	WEAKNESSES
• Strategic location between Johannesburg and Durban • Pro -active municipality • Lots of available land for rural and commercial development • Possibility of development of a regional airport • Good road linkages between the N3 and N11	• Lack of rural development initiatives • Weak co - operation and communication between local and district municipalities • Land owned by the Ingonyama Trust is a constraint to development • Lack of basic services such as water and proper sanitation, electricity, proper health care in the rural areas • Lack of agricultural infrastructure like irrigation systems, di pping tanks, tractors, seedli ngs, fencing for agricultural crops and animals • Implementation of policies , strategies and related to rural development • Access to finance for business and skills training for ruaral SMME's and small scale farme rs • Lack of feasible transport plan in rural are as

	• land ownership in rural areas is unknown • Unemployment and grant/ social sec urity dependency in rural areas is higher • Lack of art and cultural support w hich includes tourism and ecotourism • Shortage of informat ion for developm ent strategies in the rural areas • Ineffective communication between the Municipality and representatives of rural communities

OPPORTUNITIES	THREATS
• In most rural wards, there is land available for development and for agricultural purposes • Promoting local markets for people in rural areas • Development and implementation of rural development strategy • Prompting small scale farmers, small businesses are a important ingredient for income generation in rural areas • Promoting tourism and ecotourism in the rural areas and townships through funding and skills training and development • Promoting agricultural community projects	• Capacity of rural funding • Lack of funding for promoting lo markets , SMME's, Tourism and Ecotourism • Community participation since t comprehensive rural development program requires the community to participate in buildi their own economy • Lack of infrastructure

3.12.7 NATURAL ASSETS

In order to ensure sustainable development that protects and preserve our natural resources, the LED Unit is implementing the Waste Recycling Plant project. This is critical in promoting green environmental and sustainable management of natural resources.

3.12.8 ADDRESSING THREATS AND CONSTRAINTS TO FIRMS

The municipality conducts Businsess Retention and Expansion programme which aims to create a dislogue between the municipality and firms and it aims to address the threats and challenges that confront firms. Business workhops are also in place in order to sustain investor confidence in the municipality.

3.12.9 KEY ECONOMIC PARTNERS

The municipality has a versy strong partnership with the following organisations which support the economic development in the municipality:

- Trade and Investment KZN
- KZN Department of Economic Development and Tourism
- Small Enterprise Development Agency
- Ladysmith Chamber of Commerce
- Department of Co-operative Governance and Traditional Affairs
- CATH SETA

3.12.10 STRATEGIC PROGRAMMES AND RESPONSE TO UNIQUE PROBLEMS OF ALFRED DUMA LOCAL MUNICIPALITY

The municipal LED section has adopted the following programmes which aim to respond to the problems confronting the economic development of the municipality:

3.12.11 PROGRAMME TARGETTING SMMEs/COOPERATIVES AND EMERGING FARMERS

A programme is in place to support the emerging local businesses and also to promote small, medium and microenterprises (SMME's), and facilitating their linkages to the mainstream economy in a strategic way that will supports the overall growth of the local economy.

SMME Policy to be reviewed for local procurement to assist emerging businesses and Incentive scheme to be available for the existing who are expanding and new businesses that are relocating to Ladysmith.

Engage with developers with regards to opportunities for linkages of formal businesses and informal businesses. Deregulation of the informal sector in the 1990s led to a massive increase in the number of informal traders. During the survey done in Ladysmith, it was estimated that about 65% of the unemployed

individuals turns to Informal sector as alternative means of gaining income. Hence, the informal sector needs to be supported and managed.

Old Municipal offices in various townships were renovated and converted into SMME Centres to assist emerging SMMEs with the place to operate.

3.12.12 INFORMAL ECONOMY AND PROGRAMME FOR INFORMAL ECONOMY

A draft informal economy policy was drafted by the LED section with the assistance from the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs. Currently the Alfred Duma Local Municipality only has an informal economy by-Law, which was gazetted in 1999 and is not in line with the current provincial informal economy policy that was adopted by the KZN Province in 2010.

The Alfred Duma Local Municipality currently does have a policy for informal economy. Engagements with relevant informal economy chamber structure are on a continuous basis and a programme have been developed to further support the informal economy of Alfred Duma Municipality and funding has been set aside to implement some of programmes that will appraise the informal economy as this sector is assisting a large number of unemployed individuals. Some Sections/departments within the Municipality such as Public Safety, Waste management Section, Town-planning and Building section has been engaged in a process of obtaining inputs and comments regarding the demarcation of sites for informal trading within the municipal areas which phase one will be finalised 2018-2019 financial year.

3.12.13 ECONOMIC PROGRAMME TARGETING VULNERABLE GROUPS

In achieving inclusive economic development, the LED Unit is partnering with the Youth Centre to tap in the resources for the active participation of youth in the economy. It is also working with the office of the Women and Disabled in the Mayor's Office to ensure the participation of this sector to the economy. These offices have ongoing program for these sectors.

3.12.15 MAIN ECONOMIC SECTORS

The main economic sectors in Alfred Duma Local Municipality are agriculture, industries, tourism and mining each of the sectors is discussed down as follows:

3.12.15.1 AGRICULTURAL SECTOR

Within this sector Alfred Duma Local Municipality produces goods approximately 4100kg of butternuts, potatoes, tomatoes, frijol and cabbages. All the produce are sold to smaller markets and some distributed to Sukuma Sakhe project, these produce are not enough for bigger markets. Predominantly these produce are obtained from Engunini (Ubumbano Trust), Mathews Farm and Colenso (Egugwini Trust). At the moment our co-operatives are preparing their grounds for cultivation that will start in August in the year 2012.

There exists a platform for opportunities within the ALFRED DUMA LOCAL MUNICIPALITYAgricultural sector.

3.12.15.1.1 OPPORTUNITIES

- Bulk fresh production which will provide a sustainable market
- Most of our farmers are situated on busy national routes – they can create their own market for people driving past

This sector in ALFRED DUMA LOCAL MUNICIPALITY serves for different reasons (Objectives)

- **Bulk vegetable production** – increase production to cater for larger markets
- **Empowering women in rural communities** – encouraging women to participate in crop and livestock farming
- **Proper use of arable land** – cultivation and planting for our new co-operatives
- **Develop a community outreach programme for food security** – road shows where we encourage communities to get involved in producing vegetables and broiler farming, communicate with ward councillors to obtain a list of individuals that require assistance with starting or maintenance of their food security projects, conducting workshop where different departments / stakeholders will be involved.
- **Sustainability of livestock farmers** - provide grazing camps, assist with bales and constructing dip tanks in their areas

3.12.15.1.2 GOALS

- Sustainable markets
- Commercialization of farms (from primary sector to the secondary sector) hence increasing economy of Ladysmith and to attract national, provincial and regional markets
- Ensuring good nutrition for families around the Ladysmith area through farming

3.12.15.1.3 CHALLENGES

- **Funding** – most of our agricultural co-operatives are funded by the Municipality and usually the funds are not enough to develop them into sustainable farmers.
- I**nfrastructure** – access roads, irrigation, electricity – most of the emerging are from rural areas and the above are not accessible
- **Warehouses for storage of produce** – this will assist farmers to keep their produce fresh before being transported to markets and will reduce pressure of having to harvest on the day they are supposed to deliver to markets
- **Security** - equipment for our farmers is being stolen or vandalised
- **Cultivatable land** – it owned by the private sector, the land owned by emerging farmers is too small in scale, only allows growth of one crop, cannot afford fertilizers for other crops
- **Grazing camps** – not enough, the camps owned by the Municipality have less grass and too many rocks, the Department of Land Affairs is not doing enough
- **Labour** – our farmers have poor financial and business management skills hence they cannot have sustainable jobs being created
- **Communication between ward councillors and officials** – the ward councillor and committee hold the information for all the food security gardens in their wards whether in schools, clinics or homes

3.12.15.1.4 REMEDIAL ACTIONS

- Registration of our projects with CIPC and SARS, provide working space for them, referral to institution like SEDA where they will have their business plans done so they will be able to apply for their own funding. When the projects receive the funding from funding institutes they can be able to afford to put their infrastructure in place.
- Reservoir tanks for irrigation, our Engineering needs to get more equipment for constructing access roads.
- Liaising with the Department of Agriculture and Land Affairs will assist to identify arable land and suitable grazing camps.
- Business and financial management skills training for our farmers.
- Ward councillors must release the information to the relevant people (officials) so that assistance will be given to those individuals.

3.12.15.1.5 ACTION PLANS

- Registration of co-operatives with CIPC and SARS, in-order to be provided with working space and referral to institutes where they will get their business plans and referrals to business institutes so that they can apply for their own funding. With funding the cooperatives can develop their own infrastructure (irrigation, electricity, access roads etc.)
- Empowering women in the rural areas to acquire entrepreneurial skills in agriculture. The women can be trained with broiler farming, egg-laying farming, pig farming, goat farming and crop farming skills.
- Mentorship for all our co-operatives while training them in business, financial and marketing skills.
- Cultivation and planting of agricultural co-operatives for the bulk production of nonsensitive vegetables. Our co-operatives are producing less than the amount of land they have, which is why their market is not sustainable. Most markets prefer to stick with reliable producers which are why we want to produce more than enough for those big markets.
- Construction of a hydroponic greenhouse for the bulk production of sensitive crops (tomatoes etc.) with co-op driven management. The greenhouse will attract local markets therefore increasing the economy of Ladysmith.

- Preventing cattle loses and increasing market value of cattle – most of our farmers rely on cattle farming for food security but each year their cattle die due to diseases and shortage of food. Construction of dip tanks and making of grass bales around the areas where there is a concentration of cattle farmers. The Municipality can liaise with the Department of Land Affairs with securing grazing camps for those livestock farmers.

Development of a food security programme – roadshows to be held at rural communities to encourage them to venture into crop / broiler farming for food.

The Agricultural sector of Alfred Duma Local Municipality aims to create an environment that is conducive for both economic and social growth in the rural communities by first encouraging private sector investments to the rural areas, also to provide the necessary social infrastructure and to improve service delivery to ensure quality of life. A number of projects have been developed in rural areas to assist local communities:

3.12.15.1.6 LAND CLAIM COMMUNITY PROJECTS

BESTERS LAND REFORM CLUSTER:

- This project was initiated by the Department of Land Affairs and funded by both the Department of Land Affairs and Department of Agriculture. There are new cattle farmers that are mentored by other surrounding commercial farmers. This project has assisted the people of the community and has exposed the community to other funding agencies for further assistance.

GUGWINI COMMUNITY TRUST:

- This project is situated in Colenso and has a number of 94 members that forms part of trust members. The land that is being utilized by these beneficiaries is approximately 74 hectors. The project has been funded by Department of Agriculture and Land Affairs. The Municipality intervenes with regards to the marketing of the produce to relevant retailers and businesses around the area.

3.12.15.1.7 GRAZING LAND

The Municipality is proving infrastructure to most of rural farming areas especially to the new areas that have been identified as suitable areas for grazing. It is evident that many livestock farmers are progressing drastically in livestock farming but lack access to suitable land for grazing. Interventions are undertaking between the Municipality and Department of Rural Development and Land Affairs.

3.12.15.1.8 EMERGING FARMERS

A number of programmes were developed to strengthen relationships with external stakeholders. The community is one of the most critical stakeholders when implementing LED projects. The community must be involved from the beginning stage through public participation process. Within these programme one programme focuses on the emerging farmers.

Furthermore, the majority of wards within the municipality are rural areas, it is therefore, important for the Municipality to have programmes in place that will unleash and appraise the development of small emerging farmers.

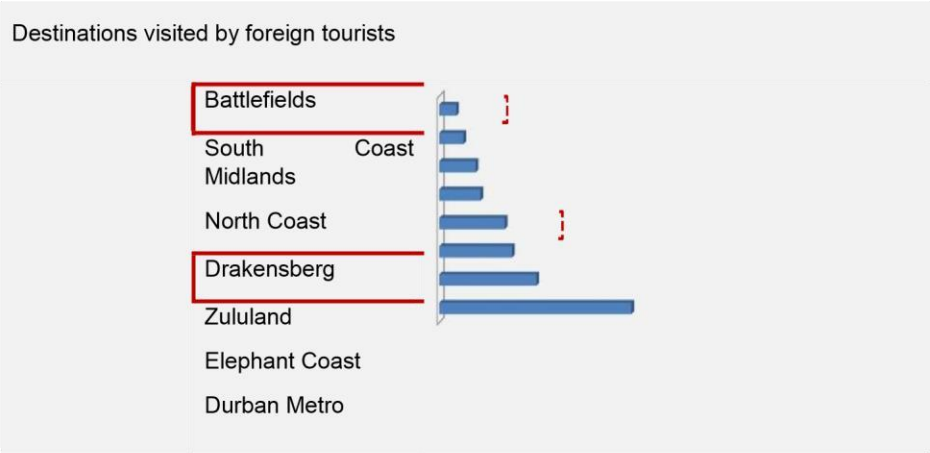
The LED section is currently implementing the Cultivation Programme, whereby emerging crop farmers are assisted with ploughing, disking and planting in their community gardens. Within this programme LED section is further undertaking the initiative of formalizing the emerging farmers into registering as Co-operatives to enable them to access funding from funding agencies and departments. Under the Agricultural sector there are a number of programs that are implemented such as the following:

	PROGRAMME	DESCRIPTION	ACTIVITY
1	Livestock programme	This particular programme is in place to assist emerging livestock farmers that are in various areas within the Municipality. These farmers are assisted in the - Training to further improve their skills.	- Infrastructure – to development proper infrastructure. - Market access to assist them to sell the produce to the local retailers. - To avail potential grazing land that is owned by the Municipality to the cattle farmers.
2	Crop Farming	This programme is there to assist crop farmers that are still small and that need to be formalized and given start-up capital.	- Seeds and seedlings - Fencing - Marketing
3	Rural Development	This programme targets land claimed projects such as Gugwini community trust, Mthandi Trust etc.	- Bailing - Fencing - Provision of infrastructure

3.12.15.2 TOURISM SECTOR

ELM has a geographic advantage due to its strategic locality. It is located centrally between Gauteng and the coast, as well as between the Battlefields and the Drakensberg. In addition, it is easily accessible from major national highways (the N3 and N11). Its close proximity to the Battlefields and the Drakensberg, as well as the fact that Van Reenen is a main entrance point into the province, makes ELM a 'gateway' to various attractions within KZN.

Figure 7: Destinations visited by the foreign tourism market



Source: KZN Tourism Statistics brochure 2010

The primary attractions that currently draw tourists to the Emnambithi/Ladysmith Municipality are the Battlefields, Drakensberg and flow-through tourists travelling to the coast (or interior). Figure 7 indicates the most popular destinations visited by foreign tourists in KZN. Research conducted by Tourism KwaZulu-Natal indicates that 27% of KwaZulu-Natal's overseas and African 'air departures' market primarily visited the Drakensberg and 7% the Battlefields in 2009.

Figure 8: Destinations visited by the domestic tourism market



Source: KZN Tourism Statistics brochure 2010

According to figure 8, it could thus be estimated that approximately 412 420 foreign tourists either visited or passed through ALFRED DUMA LOCAL MUNICIPALITY in 2009 to the above destinations. In terms of the domestic tourism market, it could be estimated that 249 000 domestic tourists either visited a destination within ALFRED DUMA LOCAL MUNICIPALITY, or passed through the area (refer to figure

2).

ALFRED DUMA LOCAL MUNICIPALITY experiences tourism development through the emphasis on historical, cultural and ecotourism. The ALFRED DUMA LOCAL MUNICIPALITY has commissioned the Tourism strategy in order to realize the full potential of tourism given that the sub-region is under achieving in terms of tourism development. The Tourism strategy attempt to position ALFRED DUMA LOCAL MUNICIPALITY in tourism development that will provide economic and social benefits to all the people of the ALFRED DUMA LOCAL MUNICIPALITY and tourism development will be conducted on a pro-poor and responsible tourism basis. The ALFRED DUMA LOCAL MUNICIPALITY area will not aim to be a destination in its own right but will form linkages with other primary destinations within its surrounding areas such as Okhahlamba.

Tourism products that have been identified during Tourism Strategy can be summarised as follows (Alfred Duma Local Municipality: Tourism Development Strategy 2006:54):

Cultural heritage: The ALFRED DUMA LOCAL MUNICIPALITY has unique roots founded in its association with Ladysmith Black Mambazo.

The Battlefields: Particularly relating to the Siege of Ladysmith and the improvement of existing products from an interpretive aspect.

Drakensberg: Particularly relating to Van Reenen and linkages with the Drakensberg Boys' Choir. Wildlife and nature: The ALFRED DUMA LOCAL MUNICIPALITY has only recently seen growth in wildlife products, especially with the developments of Nambiti Conservancy, Emnambithi Game Reserve and the game reserve outside Colenso.

Rail tourism: TKZN has recently accepted a Rail Tourism Strategy for the province where Ladysmith forms a core railhead for trips into the Battlefields and Drakensberg. This option is not currently available in the municipality.

Events: The ALFRED DUMA LOCAL MUNICIPALITY has a limited number of events and no events strategy but the potential exists to use events as key marketing tools for tourism in the municipality. Transit: The ALFRED DUMA LOCAL MUNICIPALITY has a large transit market, especially in terms of foreign tourists, who pass through the area along the N3 and N11. Flow-through tourism is an important aspect of tourism in the municipality.

Business: The largest current source of domestic tourists to the ALFRED DUMA LOCAL MUNICIPALITY is business tourists. The number of business tourists to the municipality is relatively fixed, because industry within the ALFRED DUMA LOCAL MUNICIPALITY is the primary attractions for those visitors. However, there is a need to develop products and activities that can be enjoyed by these tourists during the evenings. Shopping and entertainment development within the ALFRED DUMA LOCAL MUNICIPALITY should be encouraged. In addition, if product development within the ALFRED DUMA LOCAL MUNICIPALITY is of a high quality standard and business tourists are able to enjoy the products during their stay then they may be encouraged to return on weekends with their families.

Scenic: There is a number of mountain passes that have not been marketed, nor has product been developed. These include Van Reenen, in particular, De Beers Pass and Collings Pass.

Adventure: Potential may exist in the mountain passes, wildlife areas and along the Tugela River. However, the lack of tourism resorts and tourism infrastructure deprives the tourism development in the Emnambithi area whilst tourists use the area as a bypass.

3.12.15.3 INDUSTRIAL SECTOR

This sector is viable mainly by developing partnerships with private businesses to drive local manufacturing initiatives and develop a programme that will guide the Municipality on how to retain existing manufacturing businesses and attract new businesses into the area by implementing incentive schemes. There are three main industrial clusters in

Alfred Duma Local Municipality, namely, the Nambithi Industrial Area, Ezakheni Industrial Estate and Danskraal Industrial Area.

Ezakheni Industrial Estate is run and operated by Ithala, and lies approximately 16km from the town centre. There are roughly 50 manufacturers located within the industrial park. Some of these manufacturers include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles and Evertrade Feeds. Around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture a variety of products such as office equipment and stationery, tents, safely materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed, and packaging materials and bags.

The Danskraal industrial area is situated along Helpmekaar Road, approximately 4km from the town. Within the Danskraal industrial area there is a variety of manufacturers ranging from clothing and textiles to plastics and bread making. Some of the manufacturers in this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

The LED Section has a Business retention and Expansion Programme in place that is enabling interaction between all stakeholders in growing the economy of the region.

3.12.15.3.1 PETERS INDUSTRIAL AREA

The Peter's (Ezakheni) industrial area is situated approximately 16km from Ladysmith CBD, between Hillside and the residential areas of Ezakheni. It is bordered by the P333 to the north, the P325 to the east and the P319 to the south. According to iThala, the total land area of the estate is approximately 630ha, of which 27ha is under roof. Recent vacant site listings for this area by Ithala, indicates that there are 23 sites or approximately 2.7ha of industrial land available for lease (http://www.ithala.co.za/). The current occupancy rate of the industrial estate is approximately 78%.

IThala manage and operate the area and there are roughly 50 manufacturers located within the industrial park. Industrial activities include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles, and

Evertrade Feeds. According to the ALFRED DUMA LOCAL MUNICIPALITY Manufacturing Strategy (2010), around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture office equipment and stationery, tents, safely materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed and packaging materials and bags.

3.12.15.3.2 DANSKRAAL INDUSTRIAL AREA

The Danskraal industrial area is situated approximately 4km from the CBD along the Helpmekaar Road and is approximately 141ha in size. The area houses a variety of manufacturers. These include clothing and textiles, plastics and bread making. Some residents of this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

3.12.15.3.3 NAMBITHI INDUSTRIAL AREA

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. The area covers an area of approximately 121ha. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

The commercial sector in Ladysmith can be separated into the formal and informal sector. The formal sector is represented by formal businesses, operating from formal business premises in the CBD of Ladysmith and regulated by the Ladysmith Town Planning Scheme and by-laws.

The informal sector (traders/hawkers activities), on the other hand, are concentrated in the town of Ladysmith and is represented by informal traders, operating from temporary structures and concentrated in the downtown area

(along the taxi ranks at Lyell Street) and in townships. As a result of the increase in informal trading, the municipality has developed the Informal Trading Policy, which enables the traders to be registered with the municipality for their operations and also regulate informal trading within the Emnambithi town. Among the issues identified in the Informal Policy are the zones or streets whereby the hawkers are permitted to operate. ALFRED DUMA LOCAL MUNICIPALITY also plays a major role in support of the Small Micro Medium Enterprises (SMMEs) and has established the Emerging Business Forum, which is meant to address challenges facing the Co-operatives and SMMEs.

The main commercial activities are concentrated in the Central Business District of Ladysmith. This area is dissected by Lyell Street (N11) and is defined as the area north and west of the Klip River with Walton and Keate streets to the west, the area up to Willis street in the north and business quarter north of the Ladysmith Railway Station up to Thomas and Cemetery Streets. The area is approximately 195ha in size and seems to be contained from further growth by the edge of the Klip River and the rail on the east and south, and by the developed suburban areas to the north and west. Land Use Management within the CBD is mainly controlled through the Ladysmith Scheme, but there are no measures are contained in the scheme relating to certain trading controls, landscaping and urban design priorities. Commercial and trade activities are also found within smaller settlements within ALFRED DUMA LOCAL MUNICIPALITY, but is mainly uncontrolled and in the form of spaza and tuck shops.

3.12.16 MINING

There a number of mining areas that has been identified within Alfred Duma Local Municipality. These areas have been dominant in years back and have contributed in economic development and in the creation of jobs for local communities. The LED Section is planning to revive the Colenso by trying to bring back vibrancy within the town and to assist the community.

Potential investors have approached the Municipality with the intention to establish a Coal Mining and Power station development in Colenso. The Local community and Municipality are supportive of a new development.

Nearby town of Colenso such as Weenen and Escort allows for the use of local facilities including residential, commercial, industry and labour resources. The location of the proposed development is on the Tugela River which enables easy access to water and is strategically vital location for Provincial transmission system load support. The existing infrastructure will be utilized.

3.12.17 CATALYTIC PROJECT

Catalytic projects were identified by the municipality based on the high impact of the proposed developments on the municipality's economy and the people of the Municipality. The catalytic projects will generate permanent and temporary jobs at the implementation phase.

Project	PROJECT DESCRIPTION	PROJECT LOCATION	REQUIRED INTERVENTIONS/SUPPORT	Project Value
Agri-Processing Hub	A plant to process fresh vegetables into frozen packs and to slaughter chickens.	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship	R 4 Million
Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million

Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million
Aloe Tea Project	The project sources raw material from local aloe plants to produce medicinal products like Body Cream, Soap (liquid and Tonic) and Aloe Juice	Qedusizi, Ladysmith	International Networking & Marketing Partners to access international markets	R 2 Million

Rejuvenating the "collapse" land Restitution Projects	The project must Commercialise the identified land restitution projects that are in the phase of collapsing or already collapsed	Colenso and Mthandi areas	Commercial Farmers to partner with local communities/ Cooperatives	R 10 Million
ICT HUB	The Project is initiated by the Moses Kotane Institute	Ezakheni A section	Partnership with MKI to initiate the digital / ICT migration to Rural areas	R 6 Million

EXTENSION 15 DEVELOPMENT	**The Project includes :** • Phased development • Ladysmith Mall- Phase 1 • Supporting developments: • Commercial • Retail • Housing	Helpmekaar, Limithill	Interested Investor / Developer	Private investment
INDOOR SPORTS COMPLEX DEVELOPMENT	**The Project Includes :**Mixed use development comprising of a juxta mix of:- • High Density Residential • Retail • Offices • Health Care Centre • Gymnasium • Restaurants	Ladysmith	Interested Investor / Developer	R 20 Million for land preparation
EZAKHENI COMMERCIAL EXTENSION	**The Project Includes :** • Commercial	Ezakheni D Section	Interested Investor / Developer	Private Investment

	• Offices • Parking Court • High density housing			
LADYSMITH INTERMODAL FEEDER PORT	**LADYSMITH INTERMODAL FEEDER PORT** • **The sustainability of this R100 million Projected Medium Term Project** • • Transnet PX Goods Warehouse in Ladysmith **replacement value > R 1 billion**, yet unutilised. • • **Substantial opportunity** to increase rail traffic as a result of: • – Transnet Market Demand Strategy (‘**road-to-rail**’) due to significant congestion and cost of services in Durban • – **Road related fatalities** on N3 (project to save 25 fatalities	Helpmekaar Road, Limithill	Interested Investor / Developer	R 35 million

	and millions of Rand p.a. on average at inception) o – Increase traffic control in Ladysmith by **controlling goods flow** to Durban Port and value-added offering o – Introducing the first South African Metal' s Exchange and Bonded Warehouse service. o – Proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (1000 trucks a day). o – Competitive cost for freight services on rail. o • The LIFP projects will create over **200 new employment opportunities with more than 1000** o **Indirect jobs** in the first year of existence. o • Local community to benefit from significant spin -offs i.e. accommodation, trucking services, o Beneficiation and manufacturing.			

DUNLOOP INTEGRATED HOUSING DEVELOPMENT	**The Project includes :** • To yield approximately 4 000 units • Comprising of a mix of: • Low Cost Housing • Community Rental units • Social Housing	Helpmekaar Road toward Ezakheni	Interested Investor / Developer	Private Investment
NPA DEVELOPMENT	**The Project includes :** • Strategically located • Approximately 92 hectares • Aimed to compliment the Aerodrome • Contribute to creating an Aerotropolis. • Major land uses:- • Offices, • Retail, • Light Commercial, • High Impact Residential (Gated Community),		Interested Investor / Developer	R20 million for land preparation

	~~Private Hospital,~~ • Light Industrial, • Hotel and • Conference Centre			
ERF A3 DEVELOPMENT	**The Project includes :** • Neighbourhood Shopping Facility • Comprises of:- • Neighbourhood supermarket, • Franchise Restaurants, • Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant), • Medical Centre and • Pharmacy and Clothing Store	Ezakheni A Section	Interested Investor / Developer	Private Investment
EXTENSION 18 DEVELOPMENT	**The Project includes :** • Strategically located:		Interested Investor / Developer	R20 million for land preparation

	• Entrance to the town • Along the N11 • 43.4 hectares in extent • Layout approved • Undeveloped • Un - serviced			
LADYSMITH BLACK MAMBAZO	**The Project includes :** • To teach indigenous culture • First in SA	Location not yet finalized	Private Investor for the Development and Operating the Academy in Partnership with the Municipality	R 15 million

MUSIC ACADEMY	Development includes: o Serviced space toilets, kitchen, cafeteria, o Auditorium, o Academy, o Amphitheatre, o Boardroom, o Administration.	incorporating		

Project	PROJECT DESCRIPTION	PROJECT LOCATION	REQUIRED INTERVENTIONS/SUPPO RT	Project Value
Agri-Processing Hub	A plant to process fresh vegetables into frozen packs and to slaughter chickens.	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship	R 4 Millio n

Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million
Aloe Tea Project	The project sources raw material from local aloe plants to produce medicinal products like Body Cream, Soap (liquid and Tonic) and Aloe Juice	Qedusizi, Ladysmith	International Networking & Marketing Partners to access international markets	R 2 Million
Rejuvenating the "collapse" land Restitution Projects	The project must Commercialise the identified land restitution projects that are in the phase of collapsing or already collapsed	Colenso and Mthandi areas	Commercial Farmers to partner with local communities/ Cooperatives	R 10 Million
ICT HUB	The Project is initiated by the Moses Kotane Institute	Ezakheni A section	Partnership with MKI to initiate the digital / ICT migration to Rural areas	R 6 Million

Bridge To No-Where	Detailed project description available on Okhahlamba Development Agency	Roosboom, Ladysmith	Partnership	R 56 Milli on
Hydrophonics Project	The project will produce vegetables throughout the year for all seasons	Mathews Farm, Ladysmith	Capital Investment Potential Commercial farmers to partner with local cooperatives / Communities	R 6 Millio n
Emnambithi/Ladysmith Municipality and Missippi Town Authority Twinning	The partnership between the two towns was signed in 2010 and it aimed at exchange programmes as well fascilitating business networking between the two cities.	Ladysmith	Institutional and Legal Support to drive the twinning of Cities Agreement / Programm	
LADYSMITH AERODROME DEVELOPMENT	**The Project includes:** o Upgrade of the existing Aerodrome to a regional airport o Construction of the associated facilities	Ladysmith	Private Public Partnership	R20 milli on for services excluding maintenance

EXTENSION 15 DEVELOPMENT	**The Project includes :** • Phased development Ladysmith Mall- Phase 1 • Supporting developments: • Commercial • Retail • Housing	Helpmekaar, Limithill	Interested Investor / Developer	Private nt investme
INDOOR SPORTS COMPLEX DEVELOPMENT	**The Project Includes :**Mixed use development comprising of a juxta mix of:- • High Density Residential • Retail • Offices • Health Care Centre • Gymnasium	Ladysmith	Interested Investor / Developer	R 20 Mill ion for land on preparati

	○ Restaurants			
EZAKHENI COMMERCIAL EXTENSION	**The Project Includes :** □ Commercial	Ezakheni D Section	Interested Investor / Developer	Private nt Investme

	• Offices • Parking Court • High density housing			
LADYSMITH INTERMODAL FEEDER PORT	**LADYSMITH INTERMODAL FEEDER PORT** • **The sustainability of this R100 million Projected Medium Term Project** • • Transnet PX Goods Warehouse in Ladysmith **replacement value > R 1 billion**, yet unutilised. • • **Substantial opportunity** to increase rail traffic as a result of: • – Transnet Market Demand Strategy (‘**road-to-rail**’) due to significant congestion	Helpmekaar Road, Limithill	Interested Investor / Developer	R 35 milli on

	and cost of services in Durban – **Road related fatalities** on N3 (project to save 25 fatalities		

DUNLOOP INTEGRATED HOUSING DEVELOPMENT	**The Project includes :** • To yield approximately 4 000 units • Comprising of a mix of: • Low Cost Housing • Community Rental units • Social Housing	Helpmekaar Road toward Ezakheni	Interested Investor / Developer	Private nt Investme
NPA DEVELOPMENT	**The Project includes :** • Strategically located • Approximately 92 hectares • Aimed to compliment the Aerodrome • Contribute to creating an Aerotropolis • Major land uses:- Offices, • Retail, • Light Commercial, • High Impact Residential (Gated Community), • Private Hospital,		Interested Investor / Developer	R20 milli on for land on preparati

	○ Light Industrial, ○ Hotel and ○ Conference Centre			
ERF A3 DEVELOPMENT	**The Project includes :** ○ Neighbourhood Shopping Facility ○ Comprises of:- ○ Neighbourhood supermarket, ○ Franchise Restaurants, ○ Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant), ○ Medical Centre and ○ Pharmacy and Clothing Store	Ezakheni A Section	Interested Investor / Developer	Private nt Investme

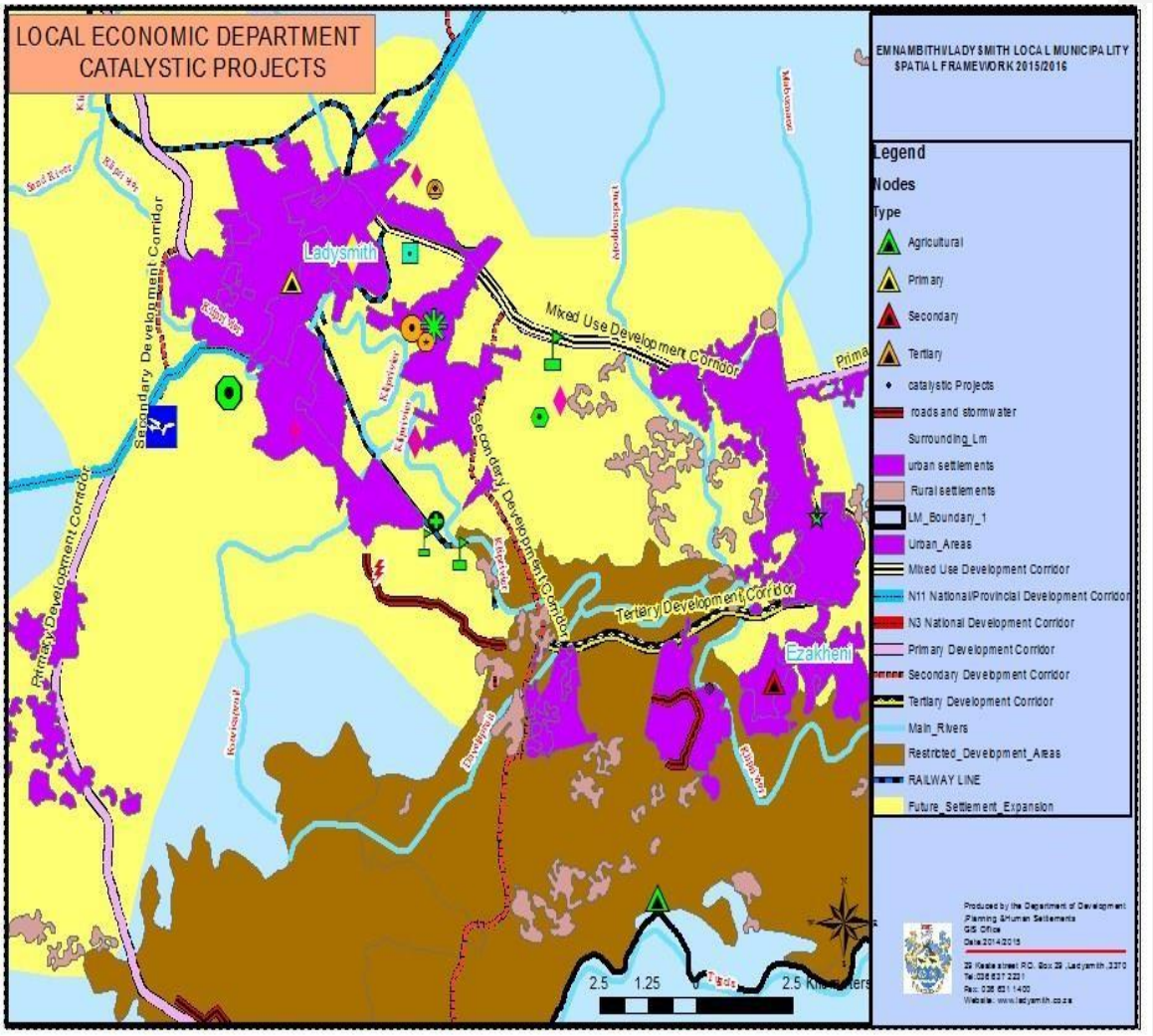
EXTENSION 18 DEVELOPMENT	**The Project includes :** • Strategically located: • Entrance to the town		Interested Investor / Developer	R20 milli land on preparati

on fo

	• Along the N11 • 43.4 hectares in extent • Layout approved • Undeveloped • Un-serviced			
LADYSMITH BLACK MAMBAZO MUSIC ACADEMY	**The Project includes :** • To teach indigenous culture • First in SA • Development includes:	Location not yet finalized	Private Investor for the Development and Operating the Academy in Partnership with the Municipality	R 15 milli on

	• Serviced space incorporating toilets, kitchen, cafeteria, • Auditorium, • Academy, • Amphitheatre, • Boardroom, • Administration.		


Aerodrome Development
CBD Regeneration - Steadville
Colenso Industrial Site
Erf 3 Development
Indoor Development
Ladysmith Mall Development
Logistic Hub
Mixed Use Housing (Dunlop)
Recreational Park - Steadville
Strom Water Drains Upgrading - Steadville
Thembalihle Housing



3.12.18 INVESTMENT RETENTION POLICY

Engagements with stakeholders (businesses, district and neighbouring Municipalities) have assisted LED in strengthening the relationships with the stakeholders. LED Section has targeted to brand the town, advertise in Local, Provincial and National publications to attract potential investors. It has been a priority for the LED section to encourage Industrials businesses to relocate to Ladysmith so as

to create job opportunities and economic growth. During July 2012 to December 2012 the following has been achieved

3.12.19 PARTNERSHIPS / NETWORKS

A number of partnerships and networks has been developed with various Sector departments such as Department of Co-operative Governance and Traditional Affairs, Department of Economic Development, Tourism and Environmental Affairs, Department of Agriculture, KZN Trade and Investment, SEDA, and other government institutions.

3.12.20 INCENTIVE SCHEME

The Alfred Duma Local Municipality offers incentives to attract new businesses and to encourage the expansion of existing businesses. The Emnambithi/Ladysmith's decisions are based on its current development strategies and once made; the municipality's decision will be communicated to the applicants.

The Local Economic Section will call for applications of monetary incentives for new businesses, expanding businesses or businesses that have done renovations to their business premises to apply for incentives which will be taken off their rates.

Businesses, tenants and owners applying to the Municipality for the incentives for expanding businesses must demonstrate to the satisfaction of the Municipality that the expansion implemented has sufficient economic and job creation impact to justify the concessions applied for and must consume a minimum of 10% more electricity than the average consumption of the previous base year and or employ 20% more employees than the average for the previous 12 (twelve) months.

3.12.21 PRIVATE SECTOR RESOURCES

Private sector is also engaged to incorporate informal trading within the commercial developments. A number of developments have provided funding for the informal economy sector; one example is

the development of Ezakheni Plaza, which has provided informal trading stalls for the traders with that area.

Public-private partnerships are aimed at pooling public and private sector resources in delivering public services so as to improve the services the government offers to the public while allowing it to focus on its core mission. A wide range of partnerships are possible. Contractors doing business with municipalities have a vested interest in knowing the advantages and requirements of this approach to project contracting as it is becoming a preferred means for municipalities to carry out their major projects (Mario Paul-Hus, 2007).

3.12.22 PUBLIC DATABASE FOR MUNICIPAL LAND

The municipality is in a process of appointing a consultant who will conduct the land audit for municipal land. The project is budget for in the next financial year.

3.12.23 POLICY REGULATING STREET VENDORS

A draft demarcation plan was prepares and is currently being amended. The demarcation plan for informal traders guides the spatial location of informal traders in Ladysmith. The demarcation plan is informed by the ALFRED DUMA LOCAL MUNICIPALITYtown planning scheme. LED issues trading permits for informal traders.

3.12.24 PLAN TO MOBILISE PRIVATE SECTOR RESOURCES

The municipal LED sections plans to mobilise the private sector resources through the trade mission, business retention and expansion programmes and through the incentives policy.

3.12.25 BUDGET FOR RESEARCH AND DEVELOPMENT

The municipal LED section depends on the research analyst who is based at the municipal internal Human settlements department.

3.12.25 LED CAPACITY

The officials are capacitated through a post graduate programmed in LED which is sponsored by KZN Department of Economic Development Tourirsm and Environmental Affairs in partnership with t he University of Pretoria.

3.12.25.1 CAPACITY CONSTRAINTS

There is adequate capacity however challenges do exsit in the section. The lack of sufficient funds to implement LED initiatives are one of major obstacle that hinders the sustainability and success of LED projects.

3.12.25.2 CAPACITY NEEDS IDENTIFIED

There is a need to improve project manangement skills and to conduct corporative and SMME business manangement training.

3.12.25.3 APPROPRIATE INSTITUTIONAL ARRANGEMENTS

According to the organogram LED section comprises of a manager, assistant manager and four LED officers, a researcher and development specialist. There is adequate capacity however challenges do exist in the section. The lack of sufficient funds to implement LED initiatives are one of major obstacle that hinders the sustainability and success of LED projects.

There is an existing LED Unit organogram with 15 permanent employees supported by contractual workers. The plan is to fill in 2 vacant posts per each financial year.

In order to regulate partnerships between the municipality and the beneficiaries entities, the LED Unit has drafted the MOU's and Service Level Agreements (SLA's) which are incorporated to the LED Support Policy. The main purpose of the policy is to ensure the value for money for the support provided by the department to the beneficiaries. The policy Standard Operating Procedures, Projects Assessment Templates and the Monitoring and Evaluation Templates.

The major challenges is the financial constraints to implement the LED Plan. As part of the ongoing monitoring and evaluation, there is a municipal AG's Register which incorporates all departments' outstanding issues to be attended to. The MCM Resolution register sets up a template which depicts the progress report on addressing the AG's queries.

3.12.27 STATUS OF M&E PLAN

The monitoring and evaluation of the municipality is weak in term of progress. The municipality has formed a partenership with M&E section of EDTEA to improve progress.

3.12.28 ACTION PLAN FOR AG CONCERNS

There were AG concerns in the 2014/2015 financial year for both Municipalities and the Action Plans have been prepared by both Municipalities.

3.12.29 DONORS AND SOURCES OF FUNDING AQUIRED FOR CATALYTIC PROJECTS

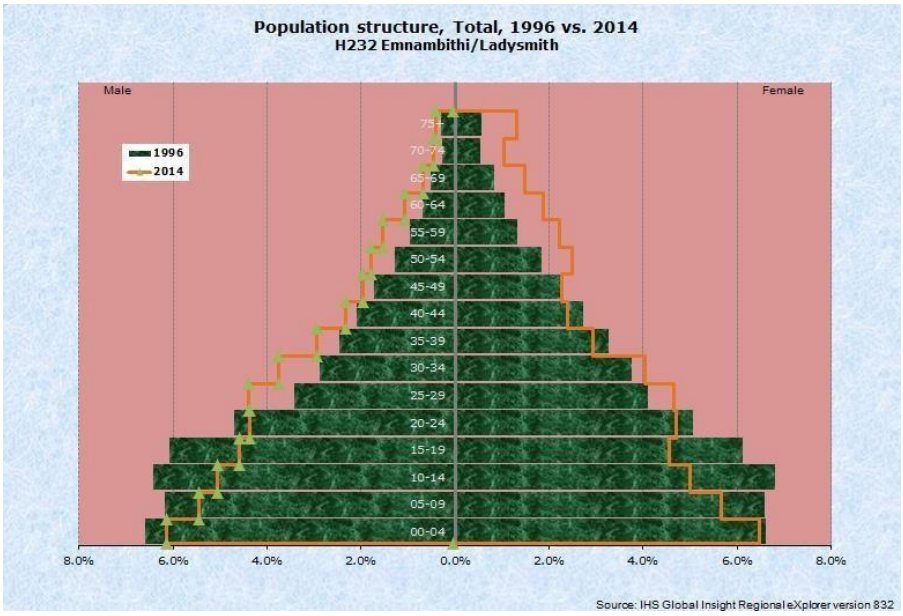
ALFRED DUMA LOCAL MUNICIPALITY is in a process of acquiring a loan from funding agencies and has appointed a panel of consultants to assist the municipality with funding of catalytic projects.

3.13 SOCIAL DEVELOPMENT

Social development is considered to be very important by the municipality and as such it is an integral part of our Integrated Development Plan. It is meant to ensure that municipal strategies and programs consider the needs of the disadvantaged and marginalised population groups in order to deal effectively with poverty reduction and gender equity.

Embedded within this concept of social development is the issue of social cohesion which as the municipality endeavour to achieve through different programs and projects so as to provide the opportunity for the poor and vulnerable to increase their livelihood and quality of life. Alfred Duma Local Municipality through its five year development plan aims to contribute towards the realisation of socio-economic rights for all its citizens.

3.13.1 POPULATION GRAPH



Currently Alfred Duma Local Municipality's population is 237 000 according to Global Insight 2014.

Alfred Duma has 36 wards and most of them are rural areas. During the 2017/2018 IDP community meetings were held in most of the wards with an exception of three wards due to political instability.

The table below reflects a program on intervention on HIV done in conjunction with the department of Health led in the municipality by our HIV Coordinator located in the Mayoral Office under Special Programs

MONTH	ACTIVITY	RESPONSIBLE	INDICATORS	PLACE
June 2016 - **Mens Health Month / Youth Month**	2 June 2016- Prostate Cancer Survivors Dialogue	LAC Coordinator, DOH, Cancer Survivors	20 Men	Ward 12- Provincial Hospital
	28 June 2016- Youth Month (TB Awareness)	LAC Coordinator, DOH, Youth Office, Community	300 Youth	Ward 4- Ezakheni
	17 June 2016- Epilepsy Day	LAC Coordinator, DOH, People Living with Epilepsy	35 People	Ward 7- St Chads CHC Clinic
	22 June 2016- Polio Awareness Day	LAC Coordinator, DOH, Infants and Children	100 Infants and Children	Ward 7- St Chads and Ward 12- Provincial
July 2016 – **Mental Illness Awareness Month**	07 July 2016- Hepatitis Day	LAC Coordinator, DOH, Clinic Committee,	150 people	Ward 1- Ezakheni No2 Clinic
	18 July 2016- Mandela Day	OSS, Ward Councillors, Community, All Stakeholders	200 people	TBC
	14 July 2016- PLHIV Capacity Building Workshop	Kuyasa Dev. Programmes, DOH, PLHIV,	60 people	All Wards- Agra Hall
	22 July 2016- Basic HIV & AIDS Training for Traditional Healers	DOH, LAC Coordinator, Traditional Healers	60 people	All Wards- Town Hall
August 2016- **Womens Month/ Leukaemia Awareness Month**	04 August 2016- HIV/ AIDS, BP, Diabetes, VCT, TB, Condom Distribution, MMC	LAC Coordinator, DOH, Community, OSS	80 people	Wards 10 and 21- Steadville Clinic
	05 August 2016- Breast feeding Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	250 people	Wards 1, 2, 3, 4, and 5- Ezakheni Clinic
	9 August 2016- Womens Day			TBC

	13 August 2016- LAC Meeting	Local Aids Council	65 people	Council Chamber
	15 August 2016- Leukaemia Awareness Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	250 people	Ward 17- Emahukwini Hall
19 August 2016	Traditional Health Practitioners Indaba	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life, Legislature, Dept of Agriculture	200 people	All Ward- Tsakane Hall
26 August 2016	Teenage Pregnancy Awareness	LAC Coordinator, DOH, Youth Office, Community, Teenagers	300 students	Ward 9- Tsakane Hall
September 2016- **Cervical Cancer Month**	08 September 2016- HIV/ AIDS, BP, Diabetes, VCT, TB, Condom Distribution, MMC, Alzheimer	LAC Coordinator, DOH, Ward Councilors, Communities	300 people	Ward 27
	14 to 17 September 2016-Training of Traditional Healers and Omama BaMatshitshi on basic HIV and AIDS	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life	Fully Trained Stakeholders	All Wards- Town Hall
	28 and 29 September 2016- Coordinate training Health Workers on	LAC Coordinator, DOH, All Health Workers on the Wards	New Information conveyed to all Health Workers	All Wards- Town Hall

	new HAST updates			
	Ongoing- Coordinate PMTCT	LAC Coordinator, DOH, All Health Workers on the Wards	Number of PMTCT performed	All Clinics and Mobile Clinics
October 2016- **Breast Cancer Month**	05 October 2016- Coordinate Basic Training for Sex Workers	LAC Coordinator, DOH, Ward Councilors	Fully Trained Sex Workers	All Wards
	09 October 2016- Partnership Against AIDS Anniversary	LAC Coordinator, DOH, Ward Councilors, Community, OSS	300 People working on HIV and AIDS in the Wards	Ward 3- Ezakheni B Hall
	10 October 2016- Mental Health and HIV and AIDS Awareness Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	300 People	Ward 16- Driefontein
	DTBC- Inhlambuluko yeAlfred Duma Municipality on all ailments	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life	500 People	Ward 9- Mbulwane
October 2016	Coordinate training of Health Workers at all levels on HIV Counseling and Testing (Ward Level)	LAC, WAC's, DOH, Councilors	Number of Community Health Workers	All Wards
Ongoing	Visit Ward Aids Committee Meeting	LAC Coordinator	Overview Monthly Reports	All Wards
Ongoing	Coordinate PMTCT Programs	LAC Coordinator, WAC's, DOH	Number of PMTCT performed	All Wards

Month to Month	Assessment of Reports	LAC Coordinator, WAC	Report Writing Capacitation	All Wards
Ongoing	Coordinate MMC Programs	LAC Coordinator, WAC's, DOH	Number of MMC performed	All Wards
Quarterly	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinator, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
	Coordinate VCTT Programs	LAC Coordinator, DOH, WAC's	Number of VCT done	All Wards
Month to Month	Coordinate VCTT Programs	LAC Coordinator, DOH, WAC's	Number of VCT done	All Wards
October 2016	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC	LAC Coordinator, DOH, Ward Councilors	Number of Attendance	Wards 10 and 21
October 2016	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC, Alzheimer	LAC Coordinator, DOH, Ward Councilors	Number of Attendance	Ward 27
September – October 2016	Training of Traditional Healers and Omama BaMatsitshi, Counsellors	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Political Office	Fully Trained Stakeholders	All Wards
	Coordinate Basic Training for WAC	LAC Coordinator, DOH, Ward Councilors	Fully Trained WAC	All Wards
	Coordinate training of Health Workers at all levels on HIV Counseling	LAC, WAC's, DOH, Councilors	Number of Community Health Workers	All Wards

	and Testing (Ward Level)			
Ongoing	Visit Ward Aids Committee Meeting	LAC Coordinator	Overview Monthly Reports	All Wards
Ongoing	Coordinate PMTCT Programs	LAC Coordinator, WAC's, DOH	Number of PMTCT performed	All Wards
Month to Month	Assessment of Reports	LAC Coordinator, WAC	Report Writing Capacitation	All Wards
Ongoing	Coordinate MMC Programs	LAC Coordinator, WAC's, DOH	Number of MMC performed	All Wards
Quarterly	Monitoring and Evaluation	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
Month to Month	Coordinate HCT Programs	LAC Coordinator, DOH, WAC's	Number of HCT done	All Wards
November 2016	DTBC- Coordinate Teenage Pregnancy Program	LAC Coordinator, DOH, DOE, WAC, Youth	Number of schools visited	High Schools
	Anti Sugar Daddy Campaign	LAC Coordinator, DOH, Youth, DOE, Municipality	Number of attendance	All Wards
	DTBC- Coordinate Social Prevention: Behavioral Change at Ward Level	LAC Coordinator, DOH, Youth, DSD, Traditional Healers, Omama BaMatshitshi	Number of Attendance	All Wards
	DTBC- LAC Meeting	Local Aids Council	65 people	Council Chamber
	Build Up Programs towards World AIDS Day • Prayer against all Ailments	LAC Coordinator, DOH, Traditional Healers, Youth Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life		

	• VCTT Program • Condom Distribution • Nature Conservation and Traditional Medicines • Teenage Pregnancy • Medical Male Circumcision • Substance Abuse •			
November-December 2016	21 November 2015- 16 Days of Activism	LAC Coordinator, DOH, DSD, SAPS, OSS, Municipality	Number of Attendance	All Wards
1 December 2016	World AIDS Day	OSS & Municipality	Number of Attendance	All Wards, Municipality
27 January 2017- **Stigma against HIV and AIDS Month/ Back to School Month**	DTBC- Coordinate HCT Programs	LAC Coordinator, DOH, WAC's	Number of HCT done	Emathondwane (Ward 17)
	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom	LAC Coordinator, DOH, Ward Councilors, Senior	Number of Attendance	Ward 17

	Distribution, MMC,	Citizens and Community		
	DTBC- Coordinate Teenage Pregnancy Program	LAC Coordinator, DOH, DOE, WAC	Number of schools visited	High Schools
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
February 2017- **World Miseasils Month**	DTBC HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC, Alzheimer	LAC, WAC's, DOH, Councilors, Senior Citizens and Community	Number of Community Health Workers	Ward 25
	LAC Meeting (DTBC)	Local Aids Council	65 people	Council Chamber
	DTBC- Cordinate HIV/ TB Awareness	LAC Coordinator, DOH, Ward Councilors, Community	300 people	Ward 13
21February 2017	CCMDD Launch	LAC, WAC's, DOH, Councilors, Senior Citizens and Community	300 people	Ward 35
March 2017-	MMC and Dual Protection	LAC Coordinator, DOH, Ward Councilors, Community, Teenagers	300 People	Ward 15
	Revatilise WAC Sructure	LAC Coordinator	WAC	All Wards
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
	DTBC- Cordinate	LAC Coordinator, DOH, Ward	300 people	Somshoek- Ward 31

	HIV/ TB Awareness	Councilors, Community		
April 2017- **World TB Month**	TB Awareness Programmes	LAC Coordinaor, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	300 People	Wards 6, 8
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	Report from DOH	All Wards
	DTBC - TB and DOT Awareness Campaign	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	People attending training	Ward 32
	DTBC- Cordinate HIV/ TB Awareness	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors		
May 2017- **World Burn Month**	DTBC- Coordinate Awareness on Mother and Child Mortallity	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	300 people	Wards 17, 19, and 23
	Coordinate and Capacitate Community on Basic HIV and TB	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	300 people	Wards 13, 25, and 16

HIV/ AIDS PROGRAMME – 2016- 2017

MONTH	ACTIVITY	RESPONSIBLE	INDICATORS	PLACE
June 2017 - **Mens Health Month / Youth Month**	2 June 2017- Prostate Cancer Survivors Dialogue	LAC Coordinator, DOH, Cancer Survivors	20 Men	Ward 12- Provincial Hospital
	28 June 2017- Youth Month (TB Awareness)	LAC Coordinator, DOH, Youth Office, Community	300 Youth	Ward 4- Ezakheni
	17 June 2017- Epilepsy Day	LAC Coordinator, DOH, People Living with Epilepsy	35 People	Ward 7- St Chads CHC Clinic
	22 June 2017- Polio Awareness Day	LAC Coordinator, DOH, Infants and Children	100 Infants and Children	Ward 7- St Chads and Ward 12- Provincial
July 2017 – **Mental Illness Awarenes s Month**	07 July 2017- Hepatitis Day	LAC Coordinator, DOH, Clinic Committee,	150 people	Ward 1- Ezakheni No2 Clinic
	18 July 2017- Mandela Day	OSS, Ward Councillors, Community, All Stakeholders	200 people	TBC
	14 July 2017- PLHIV Capacity Building Workshop	Kuyasa Dev. Programmes, DOH, PLHIV,	60 people	All Wards- Agra Hall
	22 July 2017- Basic HIV & AIDS Training for Traditional Healers	DOH, LAC Coordinator, Traditional Healers	60 people	All Wards- Town Hall
August 2017- **Womens Month/ Leukaem ia Awarenes s Month**	04 August 2017- HIV/ AIDS, BP, Diabetes, VCT, TB, Condom Distribution, MMC	LAC Coordinator, DOH, Community, OSS	80 people	Wards 10 and 21- Steadville Clinic
	05 August 2017- Breast feeding Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	250 people	Wards 1, 2, 3, 4, and 5- Ezakheni Clinic
	9 August - Womens Day			TBC
	13 August - LAC Meeting	Local Aids Council	65 people	Council Chamber
	15 August - Leukaemia Awareness Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	250 people	Ward 17- Emahukwini Hall
19 August 2017	Traditional Health Practitioners Indaba	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life, Legislature, Dept of Agriculture	200 people	All Ward- Tsakane Hall
26 August 2017	Teenage Pregnancy Awareness	LAC Coordinator, DOH, Youth Office, Community, Teenagers	300 students	All Wards
Septembe r 2017- **Cervical**	08 September - HIV/ AIDS, BP, Diabetes, VCT, TB,	LAC Coordinator, DOH, Ward Councilors, Communities	300 people	Ward 27

Cancer Month	Condom Distribution, MMC, Alzheimer			
	14 to 17 September -Training of Traditional Healers and Omama BaMatshitshi on basic HIV and AIDS	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life	Fully Trained Stakeholders	All Wards- Town Hall
	28 and 29 September - Coordinate training Health Workers on new HAST updates	LAC Coordinator, DOH, All Health Workers on the Wards	New Information conveyed to all Health Workers	All Wards- Town Hall
	Ongoing- Coordinate PMTCT	LAC Coordinator, DOH, All Health Workers on the Wards	Number of PMTCT performed	All Clinics and Mobile Clinics
October 2017- **Breast Cancer Month**	05 October - Coordinate Basic Training for Sex Workers	LAC Coordinator, DOH, Ward Councilors	Fully Trained Sex Workers	All Wards
	09 October 2016- Partnership Against AIDS Anniversary	LAC Coordinator, DOH, Ward Councilors, Community, OSS	300 People working on HIV and AIDS in the Wards	Ward 3- Ezakheni B Hall
	10 October - Mental Health and HIV and AIDS Awareness Day	LAC Coordinator, DOH, Ward Councilors, Community, OSS	300 People	Ward 16- Driefontein
	DTBC- Inhlambuluko yeAlfred Duma Municipality on all ailments	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life	500 People	Ward 9- Mbulwane
October 2017	Coordinate training of Health Workers at all levels on HIV Counseling and Testing (Ward Level)	LAC, WAC's, DOH, Councilors	Number of Community Health Workers	All Wards
Ongoing	Visit Ward Aids Committee Meeting	LAC Coordinator	Overview Monthly Reports	All Wards
Ongoing	Coordinate PMTCT Programs	LAC Coordinator, WAC's, DOH	Number of PMTCT performed	All Wards

Month to Month	Assessment of Reports	LAC Coordinator, WAC	Report Writing Capacitation	All Wards
Ongoing	Coordinate MMC Programs	LAC Coordinator, WAC's, DOH	Number of MMC performed	All Wards
Quarterly	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinator, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
	Coordinate VCTT Programs	LAC Coordinator, DOH, WAC's	Number of VCT done	All Wards
Month to Month	Coordinate VCTT Programs	LAC Coordinator, DOH, WAC's	Number of VCT done	All Wards
October 2017	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC	LAC Coordinator, DOH, Ward Councilors	Number of Attendance	Wards 10 and 21
October 2017	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC, Alzheimer	LAC Coordinator, DOH, Ward Councilors	Number of Attendance	Ward 27
September – October 2017	Training of Traditional Healers and Omama BaMatsitshi, Counsellors	LAC Coordinator, DOH, Traditional Healers, Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Political Office	Fully Trained Stakeholders	All Wards
	Coordinate Basic Training for WAC	LAC Coordinator, DOH, Ward Councilors	Fully Trained WAC	All Wards
	Coordinate training of Health Workers at all levels on HIV Counseling and Testing (Ward Level)	LAC, WAC's, DOH, Councilors	Number of Community Health Workers	All Wards
Ongoing	Visit Ward Aids Committee Meeting	LAC Coordinator	Overview Monthly Reports	All Wards
Ongoing	Coordinate PMTCT Programs	LAC Coordinator, WAC's, DOH	Number of PMTCT performed	All Wards
Month to Month	Assessment of Reports	LAC Coordinator, WAC	Report Writing Capacitation	All Wards
Ongoing	Coordinate MMC Programs	LAC Coordinator, WAC's, DOH	Number of MMC performed	All Wards
Quarterly	Monitoring and Evaluation	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards

Month to Month	Coordinate HCT Programs	LAC Coordinator, DOH, WAC's	Number of HCT done	All Wards
November 2017	DTBC- Coordinate Teenage Pregnancy Program	LAC Coordinator, DOH, DOE, WAC, Youth	Number of schools visited	High Schools
	Anti Sugar Daddy Campaign	LAC Coordinator, DOH, Youth, DOE, Municipality	Number of attendance	All Wards
	DTBC- Coordinate Social Prevention: Behavioral Change at Ward Level	LAC Coordinator, DOH, Youth, DSD, Traditional Healers, Omama BaMatshitshi	Number of Attendance	All Wards
	DTBC- LAC Meeting	Local Aids Council	65 people	Council Chamber
	Build Up Programs towards World AIDS Day • Prayer against all Ailments • VCTT Program • Condom Distribution • Nature Conservation and Traditional Medicines • Teenage Pregnancy • Medical Male Circumcision • Substance Abuse •	LAC Coordinator, DOH, Traditional Healers, Youth Omama BaMatshitshi, Arts and Culture, Mens Sector, School Nurses, Wild Life		
November - December 2017	21 November 2015- 16 Days of Activism	LAC Coordinator, DOH, DSD, SAPS, OSS, Municipality	Number of Attendance	All Wards
1 December 2017	World AIDS Day	OSS & Municipality	Number of Attendance	All Wards, Municipality
27 January	DTBC- Coordinate HCT Programs	LAC Coordinator, DOH, WAC's	Number of HCT done	Emathondwane (Ward 17)

2018- **Stigma against HIV and AIDS Month/ Back to School Month**				
	HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC,	LAC Coordinator, DOH, Ward Councilors, Senior Citizens and Community	Number of Attendance	Ward 17
	DTBC- Coordinate Teenage Pregnancy Program	LAC Coordinator, DOH, DOE, WAC	Number of schools visited	High Schools
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards
February 2018- **World Miseasils Month**	DTBC HIV/ AIDS, BP, Diabetes, HCT, TB, Condom Distribution, MMC, Alzheimer	LAC, WAC's, DOH, Councilors, Senior Citizens and Community	Number of Community Health Workers	Ward 25
	LAC Meeting (DTBC)	Local Aids Council	65 people	Council Chamber
	DTBC- Cordinate HIV/ TB Awareness	LAC Coordinator, DOH, Ward Councilors, Community	300 people	Ward 13
21Februar y 2018	CCMDD Launch	LAC, WAC's, DOH, Councilors, Senior Citizens and Community	300 people	Ward 35
March 2018-	MMC and Dual Protection	LAC Coordinator, DOH, Ward Councilors, Community, Teenagers	300 People	Ward 15
	Revatilise WAC Sructure	LAC Coordinator	WAC	All Wards
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, NGO's, NPO's, CPO's	Quarterly Reports	All Wards

	DTBC- Cordinate HIV/ TB Awareness	LAC Coordinator, DOH, Ward Councilors, Community	300 people	Somshoek- Ward 31
April 2018- **World TB Month**	TB Awareness Programmes	LAC Coordinaor, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	300 People	Wards 6, 8
	Monitoring and Evaluation of HIV and TB Programmes	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	Report from DOH	All Wards
	DTBC - TB and DOT Awareness Campaign	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	People attending training	Ward 32
	DTBC- Cordinate HIV/ TB Awareness	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors		
May 2018- **World Burn Month**	DTBC- Coordinate Awareness on Mother and Child Mortallity	LAC Coordinaor, WAC, NGO's, NPO's, CPO's, Traditional Healers, Community, Councillors	300 people	Wards 17, 19, and 23

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The table below reflect the intervention report through Sukuma Sakhe Office in the Municipality

DATE	ACTIVITY	RESPONSIBLE	PLACE	OUTCOME
21 January	Year Plan Meeting-	DAC Coordinator, LAC Coordinator	Corporate Boardroom	Awareness Campaigns and Dialogues were planned
28 January	Training Meeting	Khulisa Projects Training Coordinator, LAC Coordinator	Khulisa Offices	Training was rescheduled
02 February	Year Plan Meeting	HST Manager, HST Local Coordinator LAC Coordinator	HST Boardroom	Traing Schedule was submitted to LAC for all Leaders
19 February	LAC Meeting	Local AIDS Council	Council Chamber	Meeting was sat though no resolutions were taken due to quorum
20 February	Report Writing Workshop	DOH, LAC Coordinator, DAC Coordinator, Premiers Office	Council Chamber	Training was done lead by HST Coordinator.
26 February	LAC Special Meeting	Local Aids Council	Council Chamber	Meeting was successful, being chaired by Deputy Mayor
3 March	SALGA- LAC and DAC Workshop	DAC Coordinator, LAC Coordinator	SALGA Boardroom	Workshop conducted and New Policies to be compiled
4 March	PCA Meeting	Provincial Council of AIDS	Gruys Hospital Boardroom	Meeting and Reporting was done.
9 March	Dual Protection Awareness Campaign	DOH, LAC, OSS, DOE	Ezakheni Campus TVET	200 Students attended and 40 students were screened.
March (DTBC)	Basic HIV/ AIDS Training of Traditional Healers (Continuation)	ITEACH Projects	Ezakheni C Hall	It was rescheduled
March (DTBC)	Basic HIV/ AIDS Training of NGO's	Qhakaza Mbokodo	Qhakaza Mbokodo	It was rescheduled

20 March	Basic HIV/ AIDS Training of LGBT	Department of Health	Town Hall	It was rescheduled
20 March	Dual Protection Plennary Meeting	Department of Health, Qhakaza Mbokodo	St Cads CHC	Meeting was rescheduled
24 March	TB Awareness Plennary Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Delegation to duties was done
31 March	TB Awareness Dry Run Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Venue inspection was done and logistics checked.

DATE	**ACTIVITY**	**RESPONSIBLE**	**PLACE**	**OUTCOME**
01/04/16	Year Plan Meeting-	People Living With HIV, Department of Health	Committee Room	Awareness Campaigns and Dialogu were planned
04/04/16	Plenary Meeting for People Living With HIV Launch	People Living With HIV, Department of Health, DSD, SASSA, NGO's	Council Chamber	Event planned for the 20th April 201
05/04/16	Ward AIDS Committee Meeting	HST Manager, HST Local Coordinator LAC Coordinator	Ezakheni Library	Phila Mntwana postmortem done
08/04/16	Isibani Sezwe Youth presentation	DOH, LAC Coordinator, Youth Office	Committee Room	Isibani Sezwe business plan review
11/04/16	Interelated Meeting	Civil Society	Council Chamber	Meeting was successful
9 March	Dual Protection Awareness Campaign	DOH, LAC, OSS, DOE	Ezakheni Campus TVET	200 Students attended and 40 stude were screened.
March (DTBC)	Basic HIV/ AIDS Training of Traditional Healers (Continuation)	ITEACH Projects	Ezakheni C Hall	It was rescheduled
March (DTBC)	Basic HIV/ AIDS Training of NGO's	Qhakaza Mbokodo	Qhakaza Mbokodo	It was rescheduled
20 March	Basic HIV/ AIDS Training of LGBT	Department of Health	Town Hall	It was rescheduled
20 March	Dual Protection Plennary Meeting	Department of Health, Qhakaza Mbokodo	St Cads CHC	Meeting was rescheduled
24 March	TB Awareness Plennary Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Delegation to duties was done

31 March	TB Awareness Dry Run Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Venue inspection was done and log checked.

MONTH	ACTIVITY	VENUE	RESPONSIBLE	OUTCOME AND INDICATORS
04/07/2016	Ezakheni Youth and Substance Abuse Programe	Ezakheni TVET	DOH, WAC, Civil Society, LAC, Youth, Correctional Services, Protection Services, SANCA, LGBTI, DOA, SASSA,	Youth Dialogue attendance was not good due to exams
18/07/2016	Mandela Day	Boxer Taxi Rank	LAC and Municipality Staff	Cleaning and painting of Taxi Rank, distribution of Condoms
27/07/2016	Qwaqwa Wellness Program	Sizanokuhle Creche	DOH, WAC, Civil Society, LAC, Youth, Correctional Services, Protection Services, SANCA, SASSA, Home Affairs, saps	HCT Awareness, Community Safety addressed – 5**0 people** came for services rendered
19/ 08/2016	Traditional Health Practitioners Indaba	Tsakane Hall	Dept of Health, Arts and Culture, Agriculture, THP, Community, Councillors	THP Graduation and Dialogue – **100 people** attended
24/08/2016	Young Women and Teenage Wellness Dialogue	Tsakane Hall	Dept of Health, Arts and Culture, Agriculture, THP	All Stakeholders were emphasising on Moral Regeneration and Substance Abuse, 80 people attended
14/09/2016	CCMDD Launch	Waltons Clinic	Dept of Health, Civil Society and Community	25 people attended well informed Stakeholders

ACHIEVEMENTS:

The programs were made possible by:
Students from Ezakheni TVET
Ladysmith LGBT
HST – Health System Trust
ITEACH
Department of Health
Department of Arts and Culture

Department of Agriculture
SAPS
SASSA
Home Affairs
Al Imdaad
Youth and Teenagers

The municipality assist by coordinating and capacitating structures in wards that are specifically dealing with HIV/AIDS, mobilise communities on new infections working through clinic and mobile clinics. Communities are also assisted in forming forums such as People Living with HIV and Traditional Healers Forum's as 70% of the municipality is rural.

Alfred Duma Municipality is also part of the Local Aids Council, District and Provincial Council and quarterly reports are submitted to these forums. With regards to statistics received from the Department of Basic Education which speaks to new children infected or affected as well as the percentage of teenage pregnancy. The municipality working with councillors and sector departments prioritize such affected wards to get the root cause and some of the issues that cause high percentage in teenage pregnancy relate to rape and high drug rate.

3.13.4 EDUCATION

In Alfred Duma Local Municipality there are 79 primary schools, 11 combined schools and 33 high schools. Some primary schools have Early Childhood Development centres within them especially those that are located in town and the townships. In promoting Early Childhood Development the municipality assist by donating municipal land to NGO's registered with the Department of Social Development for construction of such centres. In addition to that the Infrastructure and Services department also constructs such centres informed by the needs analysis done in IDP community meetings.

3.13.5 SAFETY AND SECURITY

Alfred Duma Local Municipality has a responsibility towards its communities and employees to ensure that the areas are secure and safe to live and work in. It is therefore imperative that the Municipality provides a sense of safety and security.

Within the Department Community Services, Public Safety Section is attending to matters relating to providing security and safety to the communities. The following aspects are addressed within the department.

3.13.5.1 FIRE SERVICES:

1. The Alfred Duma Local Municipality Fire Brigade services is a designated fire service appointed by the Minister in relation to the Fire Brigade Services Act.
2. The Fire Services provide the following- Fire Fighting and rescue
 - Fire prevention and protection
 - Implementing Fire Services By laws
 - Scrutinising Building Plans providing recommendations on building Safety and Fire requirements.
 - Performing exercises at high risk commercial and industrial building occupancies.

3.13.5.2 SECURITY AND TRAFFIC SECTION

1. The Traffic section are enforcing the road traffic Act and ensuring road safety.
2. The section forms part of the SAPS Security Cluster committee that deals with Crime Prevention.
3. Under this section road marking and Road safety sings are erected to ensure roads are safe and user friendly.
4. Alfred Duma Local Municipality has a CCTV camera system that is monitored 24/7 that addresses crime prevention within Municipal Buildings and Municipal areas.

3.13.7 YOUTH DEVELOPMENT

The municipality has a functional youth development unit managed by the Assistance Manager Youth in order to make sure that the youth is involved in municipal activities. In addition the municipality is implementing the 20% set aside for people coming from the previously disadvantage communities including youth in relation to supply chain management projects.

3.13.7.1 YOUTH PROGRAMS CURRENTLY RUNNING IN THE MUNICIPALITY ARE AS FOLLOWS:-

- Registration fee for Tertiary Education
- Youth Month/day celebration
- Establishment of local youth forums
- Annual youth summit
- Heritage day celebration

3.13.8 GENDER

The municipality adopted an Employment Equity Plan which is currently being implemented with an aim at eliminating unfair discrimination in employment and to provide affirmative action to redress the imbalances of the past as well as to ensure specifically that women are considered in Senior positions. A Gender Policy has been developed and is also being implemented and its aim is to guide the development of gender responsive programs, projects within the municipality in transforming the status of women with the key aim of mainstreaming gender in the broader planning agenda of the municipality.

3.13.9 PROGRAMS

- Women coaching and mentoring program
- Women Day celebration
- International women day celebration
- 16 Days of activism
- Senior citizens program
- Social security program

3.13.10 SWOT ANALYSIS

Strength	Weaknesses
• Functional Unit of Special Program with budget • Relative good relations with sector departments • Political buy in on programs	• No adequate budget • Poor alignment with sector department • Shortage of staff
Opportunities	**Threats**
Good working relations with Social Development department and SASSA	Shortage of staff

The municipality assist by coordinating and capacitating structures in wards that are specifically dealing with HIV/AIDS, mobilise communities on new infections working through clinic and mobile clinics. Communities are also assisted in forming forums such as People Living with HIV and Traditional Healers Forum's as 70% of the municipality is rural.

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3.13.6 OPERATION FIELA

Since the announcement of Operation Fiela by government the municipality has been working on a joint operation with SAPS, Department of Home Affairs and Public Safety Department to combat crime in Ladysmith. Since the inception on this program 78 arrest were made of people being in the country illegally with

no convictions and Home Affairs Department implemented its systems in terms of dealing with such challenges. In May 2015 another operation was carried out and 25 arrest were made ranging from theft, dagga, drunkenness.

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Strength • Functional Unit of Special Program with budget • Relative good relations with sector departments • Political buy in on programs	**Weaknesses** • No adequate budget • Poor alignment with sector department • Shortage of staff
Opportunities Good working relations with Social Development	**Threats** Shortage of staff

department and SASSA	

CHAPTER 4

4.1 MUNICIPAL VISIONS, GOALS AND STRATEGIC OBJECTIVES

Taking into account the human and financial capabilities of the municipality the council envisions that:

Alfred Duma Local Municipality will be Kwa-Zulu Natal most prosperous city where all residents enjoy high quality of life.

The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi / Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements. The vision was a result of a collaborated strategic planning meeting which took place in Drakensburg early December 2016.

4.2 ELEMENTS OF THE VISION

The Alfred Duma Local Municipality vision encompasses the following five dimension of development in which we strives for:

Economic: a broad, diverse and inclusive economy that grows at least at a 3% growth rate per annum in order to create conducive conditions for employment opportunities.

Good Governance: establishing strong institutional structures to promotes good governance.

Service Delivery: an excellent service delivery for all residents.

Social Cohesion: unity and strength and good social relations

Environmental Sustainability and Diversity: development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adapt and survive all conditions imposed upon it.

4.3 MISSION

The Mission Statement defines the fundamental purpose of the municipality and is as follows:

1. Promoting social upliftment and economic regeneration;
2. Building strong institutional structures to promote good governance;
3. Proving Basic Service in an affordable and sustainable manner;
4. Promoting public participation in the manner that support Co-operative
5. Promoting a safe and healthy environment;

In addition to that, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary.

Therefore, the municipality has set the following strategic objectives and goals for the next 5 years

4.4 MUNICIPAL STRATEGIC GOALS

4.4.1 GOAL NUMBER ONE: CREATING A CONDUCIVE ENVIORMENT FOR GROWTH DEVELOPMENT

To ensure enhancement of appropriate and sustainable LED
To contribute towards the development of tourism Sector
To contributes towards the development of the Agricultural Sector
To promote the participation of Woman, Youth and the Disabled on LED projects and activities
To promotes SMMEs Development
City Regeneration

4.4.2 GOAL NUMBE TWO: FINANCIAL STABILITY

Improve financial viability of municipality
To enhance effective and efficient SCM process and procedures
Improve budget implementation in the municipality

4.4.3 GOAL NUMBER THREE: SPATIAL DEVELOPMENT (CROSS CUTTING)

To improve response to disasters
To promote the sustainability and protection of the municipality
Improve strategic and spatial planning in the municipality

4.4.4 GOAL NUMBER FOUR: IMPROVE ON GOVERNANCE

To improve municipal inter-departmental and external (including IGR) communication
Alleviate fraud and corruption in the organisation
Improve effectiveness of public participation in the municipality
Improve municipal efficiencies and operations
Increase social development in municipal area

4.4.5 GOAL NUMBER FIVE: BASIC INFRASTRUCTURE

To improve access to infrastructure
To plan and support the acceleration of sustainable human settlements at appropriate locations
Improve the provision and maintenance of municipal roads and sidewalks
Enhance access to and provision of social and community services

4.4.6 GOAL NUMBER SIX: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

To ensure that the municipality has well skilled, competent, reliable and

motivated employees
To improve institutional and organisational capacity
Improve municipal performance through PMS implementation.

ALFRED DUMA LOCAL MUNICIPALITY								
Predetermined Objectives FINANCIAL YEAR ENDED: JUNE 2020								
Municipal Vision Statement	**Municipal Goal**	**KPI/IDP No.**	**National Key Performance Area**	**Municipal Objectives**	**Municipal Strategy**	**Key Performance Indicator**	**Annual Target 2019/2020**	**Annual Budget**
Alfredduma Local Municipal will be Kwa-Zulu Natal most prosperous city where all residents enjoy high quality of life	**Building Strong effective and efficient institutional structures to promote good governance for the realisation of Municipal Vision**	2019/20/01	**Municipal Transformation and Institutional Development**	**To ensure that the Municipality has well skilled, competent, reliable and motivated employees and Councillors**	**Implementation of effective Human Resources and Development through Work Skills Plan (WSP) (and SALGA) trainings**	Conduction of training and capacity building programmes for officials and councillors by 30 June 2020	Conduction of 8 trainings and Capacity building programmes for officials and councillors by 30 June 2020	R 1 350 000.00
		2019/20/02				Percentage of budget spent on implementing training and capacity building programmes Workplace Skills Plan by 30 June 2020	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2020	

		2019/20/03			**By improving of institutional and organisational capacity**	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan throughout the financial year 2019/2020	9 employees from employment equity target groups employed in the 3 highest levels of Management (Section 54, 56 and Task grade 18) in compliance with the approved employment equity plan throughout the 2019/2020 financial year	Salaries Budget
		2019/20/04				Number of graduates appointed for youth mass skilling programme by 30 June 2020	40 graduates appointed for youth mass skilling programme by 30 June 2020	R 1 200 000.00
		2019/20/05				Number of Interns employed in the Finance Department throughout the financial year 2019/2020	5 Interns employed in the Finance department throughout the financial year 2019/2020	R 800 000.00
		2019/20/06		**To reduce road accidents and fatality through Law Enforcement education and engineering**	**Conducting of road blocks (Enforcement of traffic legislation)**	Number of road blocks conducted by 30 June 2020	12 road blocks to be conducted by 30 June 2020	N/A
		2019/20/07			**Promoting of compliance with Road Traffic Act**	Processing of all vehicles' applications received by 30 June 2020	100% processing of all vehicles' applications received by 30 June 2020	N/A
		2019/20/08			**Conducting of tests and issuing of Learner's Licences and Driving Licences**	Issuing of leaners' licences and Driving Licences to all successful applicants tested by 30 June 2020	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2020	N/A

	2019/20/09			**Conduct Fire Safety Awareness Lectures at Schools**	Number of Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020	20 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020	N/A
	2019/20/10			**To conduct Fire Prevention Inspections in order to ensure Safety**	Number of Fire Prevention Inspections conducted at businesses within the Municipal Jurisdiction by 30 June 2020	100 Fire Prevention Inspections to be conducted at businesses within the Municipal Jurisdiction by 30 June 2020	N/A
Building strong institutional structures to promote good Governance	2019/20/11	**Good Governance, Public Participation & Ward Committee**	**Improve effectiveness and efficiencies of municipal strategic and operational structures**	**To ensure that monthly EXCO meetings are convened**	Coordination of monthly ordinary EXCO meetings by the end of 30 June 2020	12 Monthly ordinary EXCO Meetings convened by 30 June 2020	N/A
	2019/20/12			**To ensure that Council meetings are held on a monthly basis**	Coordination of monthly ordinary Council meetings by the end of 30 June 2020	12 Monthly ordinary Council Meetings convened by 30 June 2020	N/A
	2019/20/13			**To ensure that Audit Committee meetings are held on a quarterly basis**	Coordination of quarterly Audit Committee meetings by 30 June 2020	4 Quarterly Audit Committee Meetings convened by 30 June 2020	R 474 000.00
	2019/20/14			**To ensure that monthly MPAC meetings are convened**	Coordination of Monthly MPAC meetings by 30 June 2020	12 Monthly ordinary MPAC Meetings convened by 30 June 2020	N/A
	2019/20/15			**To ensure that Back to Basics Reports are submitted to EXCO**	Submission of monthly Back to Basics reports to ordinary Exco by 30 June 2020	12 monthly Back to Basic reports submitted to Exco by 30 June 2020	N/A

	Promoting public participation in the manner that supports Co-operative / Development Government	2019/20/16	**Local Economic Developm ent**	**To create a conducive environment for Local Economic Development**	**Ensuring enhancement and sustainability of SMME's and Co- ops**	Number of job opportunities created and sustained through the Municipal LED initiatives by 30 June 2020	150 job opportunities created and sustained through the Municipal LED initiatives by 30 June 2020	N/A
		2019/20/17				Number of jobs created and sustained through municipal capital projects by 30 June 2020	150 jobs created and sustained through municipal capital projects 30 June 2020	N/A
		2019/20/18			**To promote SMME Development**	Number of support provision to SMME's and Co-ops through LED initiatives by 30 June 2020	100 SMMEs and Co-ops supported by 30 June 2020	R 901 037.00
		2019/20/19			**To ensure enhancement of appropriate and sustainable LED**	Initiate the institutionalisation of Red Tape Reduction Practices at Alfred Duma Local Municipality by 30 June 2020	Initiate the Red Tape Reduction Programme and Implement the Red Tape Reduction Task Team Recommendations by 30 June 2020	N/A
	Promoting a safe and healthy environment	2019/20/20	**Cross Cutting**	**To Improve strategic and spatial planning in the municipality**	**Reviewal of the Spatial Development Framework (SDF)**	To review the Spatial Development Framework (SDF) by Council by 30 June 2020	Adoption of the Spatial Development Framework (SDF) by Council by 30 June 2020	N/A
		2019/20/21		**Increase social development in municipal area**	**To ensure the provision of Library Services through outreach programmes**	Number of outreach programmes conducted throughout 2019/2020 financial year	25 Outreach programmes conducted by 30 June 2020	R 11 544.00
		2019/20/22		**To facilitate the development of arts and culture and preservation of heritage**	**Implementation of arts and cultural development plan**	Conducting of arts and cultural events as per the approved arts and cultural development plan by June 2020	21 events implemented as per arts and culture development plan by 30 June 2020	R 117 336.00

		2019/20/23		**Effective and credible strategic municipal planning**	**Revision of a credible Integrated Development Plan**	Compilation and approval by Council of a credible Integrated Development Plan by 30 June 2020	Council approved, aligned IDP by 30 June 2020	N/A
	Promoting Basic Services in an affordable and sustainable manner	2019/20/24	**Basic Service Delivery and Infrastructure Development**	**To preserve and protect the natural environment and bio-diversity**	**Promotion of greening within the area of the municipal jurisdiction**	Promotion of greening through tree planting programme by 30 June 2020	100 trees planted by 30 June 2020	R 26 640.00
		2019/20/25		**To ensure access to municipal social facilities**		Maintenance of 8 recreation parks (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni, uMkhamba C1 and Ezakheni E Section) throughout the 2019/2020 financial year	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 June 2020	R 18 984.00
		2019/20/26			**Provision of social and community services**	Maintenance of 15 Sports Facilities (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Indoor, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2019/2020 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Indoor, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2019/2020 financial year	R 488 832.00

		2019/20/27				Maintenance of 17 play parks (Limit hill park in Tennis court, Bufffel street, Ruben Thomas, Gazza place, Limit heights,Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2019/2020 financial year	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2019/2020 financial year	R 75 660.00
		2019/20/28				Maintenance of burial plots in 5 municipal Cemeteries (Ndomba, Ladysmith, Ekuvukeni, Zakheni and Colenso) throughout the 2019/2020 financial year	5 Municipal cemeteries-Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) throughout the 2019/2020 financial year	R 183 132.00
		2019/20/29				Maintenance of 7 municipal swimming pools (White Road, Agra, Colenso, Limit Hill, St Chads, Ezakheni C and E Sections) throughout the 2019/2020 financial year	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) throughout the 2019/2020 financial year	R 444 564.00

		2019/20/30				Maintenance of 48 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, E SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTI-PURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, BURFORD, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE, MANKANDANE, MZIYONKE, VAALKOP,JWILI) throughout the 2019/2020 financial year	48 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, E SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTI-PURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, BURFORD, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE, MANKANDANE, MZIYONKE, VAALKOP,JWILI) throughout the 2019/2020 financial year	R 107 796.00

		2019/20/31				Maintenance of 5 Community Thusong facilities (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2019/2020 financial year	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2019/2020 financial year	R 116 076.00
		2019/20/32		**To ensure improved access to basic service**	**Improved access to basic services**	Percentage of households with access to basic electricity in the Municipal supplied Area by 30 June 2020	100% of households with access to basic electricity in the Municipal supplied area by 30 June 2020	R 8 964 004.00
		2019/20/33				Percentage of households with access to basic electricity in the ESKOM area by 30 June 2020	89% of households with access to basic electricity in the ESKOM area by 30 June 2020	N/A
		2019/20/34				Percentage of households with access to basic solid waste in the Urban Area by 30 June 2020	100% of households with access to basic solid waste removal in the urban area by 30 June 2020	R 10 762 191.00
		2019/20/35				Percentage of households with access to basic solid waste removal in the rural areas (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2020	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2020	R 10 762 191.00
		2019/20/36				Percentage of households earning less than R3400 per month with access to free basic services by 30 June 2020	80% of households earning less than R3400 per month with access to free basic services by 30 June 2020	

	Promoting Basic Services in an affordable and sustainable manner	2019/20/37	**Basic Service Delivery and Infrastructrure Development**	**To ensure improved access to basic services**	**Improved access to basic services**	Installation of streetlights in Ward 13 and ready for commissioning by Eskom by 30 June 2020	Installation of streetlights in Ward 13 and ready for commissioning by Eskom by 30 June 2020	R 2 000 000.00
		2019/20/38				Installation of High Mast Lights in Ward 11 and ready for commissioning by Eskom by 30 June 2020	Installation of High Mast Lights in Ward 11 and ready for commissioning by Eskom by 30 June 2020	R 2 000 000.00
		2019/20/39				Installation of High Mast Lights in Ward 34 and ready for commissioning by Eskom by 30 June 2020	Installation of High Mast Lights in Ward 34 and ready for commissioning by Eskom by 30 June 2020	R 3 683 000.00
		2019/20/40				Installation of High Mast Lights in Ward 17, and ready for commissioning by Eskom by 30 June 2020	Installation of High Mast Lights in Ward 17 and ready for commissioning by Eskom by 30 June 2020	R 2 000 000.00
		2019/20/41				Electrification of 250 Households in Ward 6,7,11,20,25,27 & 29 and ready for commissioning by Eskom by 30 June 2020	Electrification of 250 Households in Ward 6,7,11,20,25,27 & 29 and ready for commissioning by Eskom by 30 June 2020	R 3 548 388.00
		2019/20/42				Electrification of 225 Households in Ward 16, 18, 19 and ready for commissioning by Eskom by 30 June 2020	Electrification of 225 Households in Ward 16,18,19 and ready for commissioning by Eskom by 30 June 2020	R 3 193 548.00
		2019/20/43				Electrification of 300 Households in Ward 14,23 and ready for commissioning by Eskom by 30 June 2020	Electrification of 300 Households in Ward 14,23 and ready for commissioning by Eskom by 30 June 2020	R 4 258 065.00

		2019/20/44				Construction of -- KMs of Tarred Roads in Ward 1 & 2 by 30 June 2020	-----Kms of Tarred Roads Ward 1 & 2 to be constructed by 30 June 2020	R 15 000 000.00
		2019/20/45				Construction of a Mini Facility in Ward 24 by 30 June 2020.	Mini Facility to be constructed in Ward 24 by 30 June 2020	R 2 000 000.00
		2019/20/46				Construction of -- KMs Gravel Road in Ward 16 & 18 by 30 June 2020.	___KMs of Gravel Road in Ward 16 & 18 to be constructed by 30 June 2020	R 5 000 000.00
		2019/20/47				Construction of -- KMs Tarred Roads in Ward 9 by 30 June 2020.	KMs of Tarred Roads in Ward 9 to be constructed by 30 June 2020	R 8 000 000.00
		2019/20/48				Construction of Indoor High Performance Fitness Centre Phase 1 in Ward 13 by 30 June 2020.	Construction Indoor High Performance Centre Phase 1 in Ward 13 to be constructed by 30 June 2020	R 8 243 000.00
		2019/20/49				Construction of -- KMs in Maliba Ward 7 access road by 30 June 2020.	KMs of Access Road in Maliba in Ward 7 to be constructed by 30 June 2020	R 3 500 000.00
		2019/20/50				Construction of -- KMs in Kwangubevu Road, Ward 31 by 30 June 2020.	KMs of -- Road in Kwangubevu, Ward 31 to be constructed by 30 June 2020	R 3 500 000.00

		2019/20/51				Construction of --KMs in Oqungweni road Ward 30 by 30 June 2020.	--KMs Oqungwini Road that will be constructed in Oqungweni Ward 30 by 30 June 2020, Entailing Earthworks, Guard House, Removing existing fence , Installation of a New Fence and re-routing water pipe lines	R 3 500 000.00
		2019/20/52				Construction of Uitval Community Hall Ward 35 by 30 June 2020.	Uitval Community Hall Ward 35 to be constructed by 30 June 2020	R 5 000 000.00
		2019/20/53				Construction of ---KMs in Ekuvukeni tar road Ward 33 by 30 June 2020.	----KMs in Ekuvukeni tar road that will be constructed in Ward 33 by 30 June 2020 .	R 8 000 000.00
		2019/20/54				Refurbishments of Medium Voltage Infrastructure upgrading Ward 20 by 30 June 2020	Refurbishments of Medium Voltage Infrastructure upgrading Ward 20 by 30 June 2020	R 3 500 000.00
		2019/20/55		**Plan and support the acceleration of sustainable human settlements**	**To ensure provision of descent and adequate houses to the deserving beneficiaries**	Number of Title deeds generated in respect of the Enhanced Extended Discount benefit Scheme (EEDBS) by 30 June 2020	40 Title Deeds in respect of the Enhanced Extended Discount Benefit Scheme (EEDBS) to be generated by 30 June 2020	R 300 000.00
		2019/20/56				To construct and repair houses for the 2012 Storm Damage by 30 June 2020	To construct and repair 80 houses by 30 June 2020	R 48 000 000.00
		2019/20/57				Construction of new houses in Umbulwane Area H Housing ward 9 by 30 June 2020	To construct 80 new houses by 30 June 2020	R 63 000 00.00

		2019/20/58		To ensure that the required processes for procurements are monitored	**Procuring Municipal Furniture and Equipment**	Procurement of Furniture and Equipment by 30 June 2020	Procurement of Furniture and Equipment by 30 June 2020	R 2 157 000.00
		2019/20/59			**Procuring Municipal Fleet for implementation of procurement plan**	Procurement of Municipal Fleet by 30 June 2020	Implementation of procurement plan by purchasing municipal fleet by 30 June 2020	R 5 000 000.00
		2019/20/60				Procurement of Municipal Fleet (insourcing of machinery) by 30 June 2020	Implementation of procurement plan by purchasing municipal fleet (machinery) by 30 June 2020	R 2 500 000.00
		2019/20/61			**Procuring two way radio communication repeater to provide reliable communication signals from one radio to another**	Procurement of two way radio communication repeater by 31 December 2019	Two way radio communication repeater to be procured by 31 December 2019	R 2 000 000.00
		2019/20/62			**Procuring refuse containers to place waste before disposal for Indaka**	Procurement of refuse containers for Indaka by 31 December 2019	Refuse containers for Indaka to be procured by 31 December 2019	R 500 000.00
	Promote Financial Stability	2019/20/63	**Financial Viability and Financial Management**	**Improve financial viability of municipality**	**To ensure maximisation of revenue generation**	Quartely collection rate of 80% to maximise revenue generation by 30 June 2020	Quartely collection rate of 80% to maximise revenue generation by 30 June 2020	N/A
		2019/20/64				Percentage of Auditor Queries dealt with as per AG action Plan by 30 June 2020	100% percent of Audit Queries to be dealt with as per AG action Plan by 30 June 2020	R 127 846 863.00

		2019/20/65				The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	R 69 946 000.00
		2019/20/66				The percentage of a MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	100% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	R 14 598 000.00
		2019/20/67				The percentage of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	100% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	R 83 661 584.00
		2019/20/68				The percentage of a Repairs and Maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	100% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2020	N/A
		2019/20/69				Reduction of unauthorised expenditure throughout	Decreasing Unauthorised and Irregular expenditure to 0% throughout 2019/2020 financial year	N/A

						2019/2020 financial year		
		2019/20/70				Reduction of fruitless and wasteful expenditure throughout 2019/2020 financial year	Decreasing Fruitless and Wasteful expenditure to 0% throughout 2019/2020 financial year	N/A
		2019/20/71				Ratio: Total operating revenue received minus operating grants divided by debt service payments (ie. Interests plus redemption) by 30 June 2020	1:3 (Achievement of 1:3 debt coverage ratio throughout 2019/2020 financial year)	N/A
		2019/20/72				Ratio: Available cash plus investments divided by monthly fixed operating expenditure by 30 June 2020	1:2 (Achievement of 1:2 cash coverage ratio throughout 2019/2020 financial year)	N/A
		2019/20/73				Ratio: Outstanding debtors service divided by annual revenue actually received for services by 30 June 2020	1:1 (Achievement of 1:1 outstanding debtors service ratio throughout 2019/2020 financial year)	N/A
		2019/20/74		**Maintenance of Municipal Assets**	**To ensure that a register for movable assets is maintained**	Compilation and submission of a credible movable assets register to the CFO by 30 June 2020	1 credible movable assets register to be compiled and submitted to the CFO by 30 June 2020	N/A
		2019/20/75			**To ensure that a register for electricity, roads and stormwater is maintained**	Compilation and submission of a credible electricity, roads and storm water register to the CFO by 30 June 2020	1 credible electricity, roads and stormwater register compiled and submitted to the CFO by 30 June 2020	N/A

		2019/20/76			**To ensure that a register for Municipal properties is maintained**	Compilation and submission of a credible municipal property register to the CFO by 30 June 2020	1 credible municipal property register to be compiled and submitted to the CFO by 30 June 2020	N/A
		2019/20/77			**To ensure that a register for street furniture is maintained**	Compilation and submission of a credible street furniture register to the CFO by 30 June 2020	1 credible street furniture register to be compiled and submitted to the CFO by 30 June 2020	N/A
		2019/20/78		**Enhance effective and efficient SCM process and procedures**	**To ensure the effective running of Supply Chain Management**	Percentage of procurements less than R200 000 to be processed monthly and reported quartely during the 2019/2020 financial year	100% of procurements less than R200 000 processed monthly and reported quartely during the 2019/2020 financial year	N/A
		2019/20/79				40 BEC meetings convened by 30 June 2020	40 BEC meetings convened by 30 June 2020	N/A
		2019/20/80				40 BAC meetings convened by 30 June 2020	40 BAC meetings convened by 30 June 2020	N/A

CHAPTER 5: STRATEGIC MAPPING

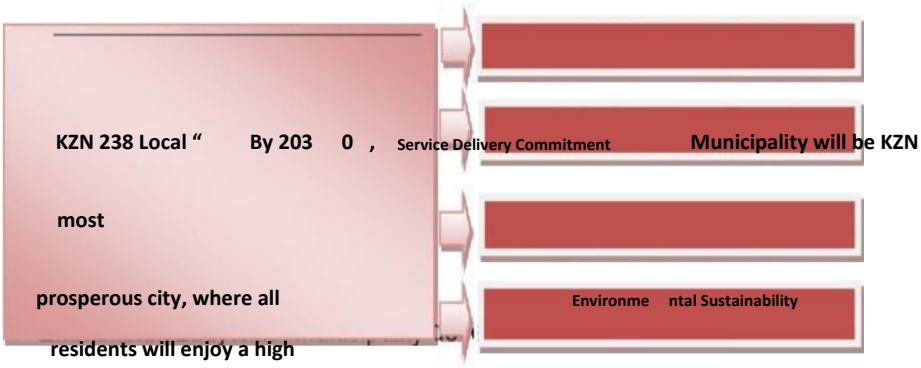
Alfred Duma Local Municipality SDF is compiled in support of the long-term strategic intent and short to medium development program as outlined in the IDP. It is a legal requirement in terms of the Municipal System Act, and one of the key sector plans of the IDP. It will guide and inform land development and management, and as such it:

- Gives effect to principles contained in the Development Facilitation Act, Act No. 67 of 1995, NEMA and other relevant policies
- Sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation
- Provides decision making processes relating to the nature and location of development
- Provides basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework
- Aligns with neighbouring sdfs and the UTDM SDF
- Introduces guidelines for decision making and alignment of development programs that impacts on the spatial structure and land use pattern in the area
- Provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda
- Provides a visual representation of desired spatial form and land use pattern.

5.1 MUNICIPAL DEVELOPMENT VISION

FIGURE 2: MUNICIPAL DEVELOPMENT VISION

Economic and Social



Alfred Duma Local Municipalityvelopment vision is **quality of life ” Social Cohesion and Diversity** a

Alfred Duma Local Municipality development vision is a core element of the development strategy as outlined in the IDP and fulfills the requirements of the Municipal Systems Act. The vision commits the municipality to promoting development that is generative (unlocks opportunities for economic development), sustainable development and the creation of a safe environment. This is interpreted to include social, economic, physical, financial and institutional sustainability, and is in line with Local Agenda 21 interpretation of sustainabilitycommitment to future generations.

The attainment of this vision requires the municipality to facilitate the development of a spatial system that: provides for an efficient movement system, use of scarce resources and decision making processes; is sustainable from a social, economic, financial, physical and institutional perspective; promotes integrated development; and provides for an equitable access to development opportunities.

5.2 AIM AND OBJECTIVES

The primary aim of the SDF is to facilitate the spatial transformation and the creation of new spatial systems that reflects for sustainable and integrated development.

Its objectives are as follows: giving a spatial expression of the development vision and strategy as outlined in the IDP; Identifying areas where development should or should not occur; guiding the municipality in the

coordination of development within its area of jurisdiction; giving spatial effect to multi-sectoral projects identified in the IDP; promoting sustainable utilisation of natural resources; and provide a framework for the formulation of area specific development plans.

More specifically, the SDF seeks to influence directly the substantive outcomes of planning decisions, whether they relate to the refinement of the SDF through framework and precinct plans or decisions on land use change or development applications and to achieve planning outcomes that:

- facilitates restructuring of the currently spatially inefficient settlement patterns; promote the sustainable use of the land and natural resources;
- channel private and public sector resources to areas of greatest need and development potential;
- redress the inequitable historical treatment of marginalized areas; stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land. In addition, Alfred Duma Local Municipality SDF promotes: accountable spatial planning, land use management and land development decision-making by organs of state;
- cooperative governance and wider information sharing in plan-making and implementation; and maximum openness and transparency in decision-making.

5.3 SPATIAL PLANNING PRINCIPLES

Alfred Duma Local Municipality SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation including the Development Facilitation Act (DFA) and the National Environmental Management Act (NEMA). The following principles have been extracted from these sources and are considered appropriate to guide the preparation, review and implementation of Alfred Duma Local Municipality SDF.

The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in

Alfred Duma Municipality will be guided by the following overarching concerns:

- Equitable distribution of development, resources and opportunities. This principle featured prominently in the Redistribution and Development Program (RDP), Growth, Employment and Redistribution (GEAR) and is the central concern in the National Development Plan.
- Good governance requires robust systems and procedures for spatial transformation and land use management to inform decisions on land development.
- Integrated development, which is a key concern in legislation and policies dealing with Integrated Development Plans (Municipal Systems Act) and Land Development (Development Facilitation Act).
- Order and amenity, which focuses mainly on the creation of safe and healthy environments suitable for human habitation.
- Sustainability emanates from Local Agenda 21 and in South African. The National Environmental Management Act (NEMA) provides a legislative framework in this regard.
- Redress, addressed in the Land Reform Program and various, associated pieces of legislation. The focus in this regard is to correct the wrongs of the past.
- Efficiency, dealing mainly with, the creation of efficiently functioning environments scaled to the needs of the local people and role-players.

The principles and norms collectively form a vision for land use and planning in ADLM constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision making in land use so that outcomes thereof are consistent with the development objectives as outlined in the IDP.

5.4 SPATIAL PLANNING APPROACH

Although the boundary of Alfred Duma Local Municipality is mainly for local governance and service delivery purposes, its delineation was based on a number of factors including population movement patterns, lines of investment and sphere of influence of the existing regional or sub-regional centres. As such, the area could be regarded as a system of interests with a number of sub-systems operating within it. The emphasis of the SDF is not so much on defining and interpreting the manner of operation of the entire system, but to re-enforce linkages and interdependence between the constituent parts, clearly articulating the role of each part and providing for feedback loops. An efficiently functioning spatial system would perform in line with the spatial

development norms and standards, and would generate predictable. ADLM SDF adopts a service centre approach and accordingly identifies the following as key restructuring elements:

- Development nodes with varying levels of impact and spheres of influence. Development corridors defined in terms of the associated economic development sectors, land use pattern and role in the sub-regional economy.
- Typology of settlements located in different environments and forming a continuum from urban to rural, high density to low density, formal to informal, etc.
- Agricultural land which differs markedly in production potential based on the quality of soils, location and condition of the environment.
- Environmentally sensitive areas.
- Each of these plays an important role in the functioning of the spatial system.

5.4.1 SPATIAL PLANNING STRATEGIES

Further to the above outlined objectives and the associated approach, the municipality will give effect to the intentions of the SDF through a set of spatial planning strategies that indicates the desired future spatial situation, and broad policy positions to guide decision-making.

5.4.1.1 ENHANCING THE QUALITY OF THE ENVIRONMENT

Land development within the municipality will be undertaken in an economically, socially and environmentally sustainable manner, and with the following being acknowledged as key interventions for spatial transformation:

- protection and enhancement of the environmentally sensitive areas; protection and optimal utilization of high potential agricultural land; creation of an integrated open space system in an urban context; and enhancement of the aesthetic quality of the environment.
- Ezemvelo KZN Wildlife has made substantial progress in mapping the environmentally sensitive areas. However, this information needs to be refined and complemented by localised investigations and strategic assessments.
- Environmentally sensitive areas provide opportunities for eco-tourism, agriculture and sports and recreation. Similarly, ecological zones such as wetlands, areas where there are endemic species,

scenic areas, etc, provides opportunities for environmental conservation and tourism development, and should not be subjected to development pressure.

5.4.1.2 PROTECTION OF HIGH VALUE AGRICULTURAL LAND

A sizeable amount of land in Alfred Duma Local Municipality generally classified as having high and good potential for agriculture. It is important to note that high potential agricultural land has become a scarce and an ever-dwindling resource. Its protection is high on the agenda for the Department of Agriculture, Environmental Affairs and Rural Development. Encroachment of development onto agricultural land poses a number of challenges, namely: low density urban sprawl which encourages development of inefficient urban spatial systems; declining performance and contribution of agriculture into the district and provincial economy; reduction of land available for food production and against the increasing problem of food shortages and increase in food prices; and need to target high production potential land for the settlement of small and emerging framers in terms of the land redistribution program.

Sub-division and change of land use on agricultural land is governed in terms of the Subdivision of Agricultural Land Act (SALA), Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications. As such, it is critically important for Alfred Duma Local Municipality to develop its own guidelines (as part of the SDF) for managing development on agricultural land.

5.4.1.3 SUPPORTING AN EFFICIENT MOVEMENT SYSTEM

The Movement strategy is premised on the provision and maintenance of a highly accessible movement system and network that supports a range of modes of transport (road and rail, public and private) and activities at various levels, intensity and scale. It specifically endorses the promotion of the public transport as the means to increase accessibility of opportunities to all parts of the area.

The efficiency of the sub-region relates directly to the efficiency of its movement system i.e. the ability to move goods and people within and beyond the municipal boundary. By providing an affordable, area wide network of transport routes that facilitates linkages between places of residence and economic opportunities (nodes) this development strategy will actively support the following development paradigms: proactive absorption of the poor; balanced and shared growth; facilitated social mobility; and settlement restructuring

The Movement Strategy for Alfred Duma Local Municipality is based on the recognition of the role of different movement routes, and a need for the provision and maintenance of a highly accessible movement system and network. It specifically endorses the promotion of the improved accessibility to areas of opportunity as a key to economic development and growth. While this involves reinforcing the role of the existing road networks, it also seeks to open new movement routes and refine the role of some of the existing roads.

5.4.1.4 DEVELOPMENT CORRIDORS AS INVESTMENT ROUTES

Regional transport routes, which link a number of areas, should be viewed as the logical focus areas of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes. It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes.

Viewed in this way, the issue of regional and rural spatial organization becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of: reducing spatial marginalization; increasing equitable access to all level of services; and promoting investment.

Location of facilities along major routes recognizes the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

5.4.1.5 FOCUSING DEVELOPMENT IN STRATEGIC NODAL POINTS

The clustering of various activities at appropriate and accessible nodal locations provides the Alfred Duma Muicipality with a network of opportunity centres. Some of these nodes have benefited from significant public and private sector investment in services and infrastructure, which needs to be managed, maintained and protected. Others are located in previously disadvantaged areas, which have suffered from institutionalised neglect. Although the nodes have contrasting characters, profiles and management issues cumulatively, they

accommodate the majority of economic activities, employment prospects, an existing/growing residential stock, and access to community facilities. As such, the strength and feasibility of the nodal points is directly linked to the functioning and health of the sub-region as a whole.

The equitable distribution of services and facilities is one of many issues, that the IDP seek to address. The ordering and location of services and facilities, in a manner that promotes accessibility and efficiency in service delivery, is required. This is critical for the performance of the municipal area as a whole and land use integration. The following planning areas have been identified:

Primary node provides higher order services and facilities. This is a centre of municipal wide significance and attracts movement from all over ALFRED DUMA LOCAL MUNICIPALITY and beyond. Secondary nodes serve the hinterland population in terms of social facilities, and basic retail facilities.
Tertiary nodes provide access to services and facilities at a local scale.
Settlement webs and complexes located in both rural and urban areas serves as the basis for the coordination of the delivery of services.
These nodes will form the focal points for the clustering of development and service provision, and will ensure access to social and economic opportunities for the entire municipal region. The concentration of activities in and around these areas will stimulate further development of higher order activities.

5.4.1.6 INTEGRATION OF DIFFERENT LANDSCAPES AND LAND USE ZONES

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in the rural parts of Emnambithi/Ladysmith. This is necessary in order to generate economies of scale. The benefits of mixed development are as follows:

- More convenient access to facilities.
- Travel-to-work congestion is minimised.
- Greater opportunities for social interaction.
- Socially diverse communities.
- Greater energy efficiency and more efficient use of space and buildings.
- More consumer choice of lifestyle and location.

- Increased viability of urban and public facilities and support for small business (such as corner shops).

A more vibrant and sustainable spatial structure and form results from blurring the distinction between uses and designing places that make walking to the local centre, and bus stop or taxi rank, as convenient and comfortable as possible.

5.4.1.7 DEVELOPING SUSTAINABLE HUMAN SETTLEMENTS

Settlement pattern in the ALFRED DUMA LOCAL MUNICIPALITY occurs in the form of low-density urban and rural sprawl reflecting the texture of the existing urban centres and rural villages. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behaviour of settlements, it has given rise to a continuum of rural settlement that range from low density remotely located agrarian communities to centrally located relatively high-density urban settlements.

A detailed consideration of the settlement pattern reveals a high level of disintegration and fragmentation. Higher density settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. This has serious implications for detailed planning and development of these settlements:

Centrally located settlement should provide improved access to higher order public facilities, intensive agriculture and other urban services.

They should generate a wide range of opportunities. Sparsely populated settlements are opportunity areas for agricultural development such as crop production and livestock farming. A convenient settlement improves the level of choice, encourages creativity and investment while a less convenient settlement imposes a lifestyle on people and results in unnecessary expenses.

Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

5.4.1.8 ESTABLISHING FRAMEWORK FOR GROWTH AND DEVELOPMENT

Development within the ALFRED DUMA LOCAL MUNICIPALITY raises an issue of the traditional dichotomy between urban and rural, town and countryside. While areas such as Ladysmith Town are considered urban, they are located in a generally rural region and form part of a rural economy. The structure of the local economy blurs the distinction between urban and rural. These realities underscore the necessity of putting together a spatial strategy within the broader development context. It should thus focus on managing the form and texture of development, in a manner that contributes to the following performance criteria:

Creating a more efficient and productive sub-region through the development adoption of policies that seeks to built of the competitive advantages while also unlocking new opportunities.

Improving the overall quality of the urban environment by better integrating environmental concerns within development planning and urban management practices.

Developing an inclusive spatial system that promotes integration of the previously disparate areas and eliminates the mismatch between where people live and where they work. Creating the base for efficiency in the delivery of services (water, electricity, sanitation, etc), movement, investment and decision-making.

Promoting integrated and coordinated development with all stakeholders working towards a common development vision and agenda.

5.5 SPATIAL DEVELOPMENT FRAMEWORK

ALFRED DUMA LOCAL MUNICIPALITY Municipality Spatial Development Framework outlines land development guidelines, directives and programs in respect of the following key focus areas:

- Spatial transformation
- Environmental management
- Development of sustainable human settlements. Rural development and agrarian reform
- Local and regional economic development.

- Urban development and management framework. Land use management.

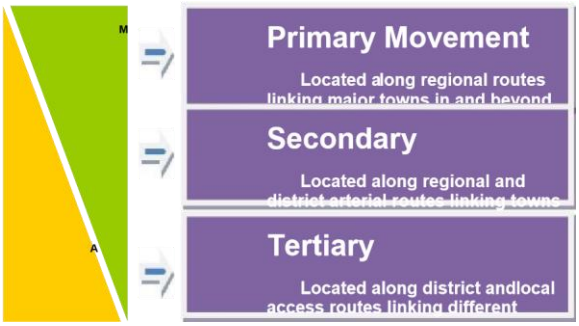
5.5.1. SPATIAL TRANSFORMSTION

The following are the key elements of a spatial restructuring program for Alfred Duma Local Municipality: Hierarchy of corridors. Hierarchy of nodes Settlement clusters.

5.5.1.1 HIERARCHY OF DEVELOPMENT CORRIDORS

Development corridors in Alfred Duma Local Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point.

FIGURE 3: CLASSIFICATION OF CORRIDORS



System of development corridors in ALFRED DUMA LOCAL MUNICIPALITYhas been developed on the basis of the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the Alfred Duma Local Municipality. Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

5.5.1.1.1 THE N3 NATIONAL CORRIDOR

The N3 National Corridor runs along the south western part of the ALFRED DUMA LOCAL MUNICIPALITY. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

5.5.1.1.2 The N11 National and Provincial Corridor

Although the N11 is also a limited access national corridor, it serves a dual function.

On the one hand, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. On the other hand, it is one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith, Dannhauser (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern KwaZuluNatal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to a number of agricultural district to the north of Ladysmith.

Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11.

Development along the N11 Development Corridor should follow the following guidelines:

The N11 is a national limited access and high speed public transport route, as such direct access onto this road is subject to the national road transport regulations. Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

5.5.1.1.3 PRIMARY DEVELOPMENT CORRIDORS

At least two existing roads have potential to develop as primary or sub-regional development corridors, These creates opportunities to unlock new development areas through the use of a network of secondary corridors and provides direct access to Ladysmith. The key existing primary corridors are the following:

P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ALFRED DUMA LOCAL MUNICIPALITY. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to a large number of periurban and rural settlements located just outside of Ezakheni Township.

R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

5.5.1.1.4 SECONDARY CORRIDORS

A number of roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provides access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.

P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and also serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.

P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.

P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

5.5.1.1.5 Tertiary Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements. P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.

The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open up the area between Cremin and St Chads for future residential development.

5.5.1.1.6 MIXED USE DEVELOPMENT CORRIDOR

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Alfred Duma Local Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed land use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

5.5.1.2 SYSTEM OF DEVELOPMENT NODES

One of the key issues facing Alfred Duma Local Municipality is a poor settlement pattern, which manifests in the form of the dominance of Ladysmith Town as a regional service centre and an economic hub, as well as the general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. As a means to address this, the municipality will facilitate the evolution of a system of nodes incorporating regional, secondary and tertiary/incipient nodes. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixeduse development. They are generally located along or at the cross-section of development corridors.

Activity nodes serve as points in the spatial system where potential access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of

the sub-regional spatial system.

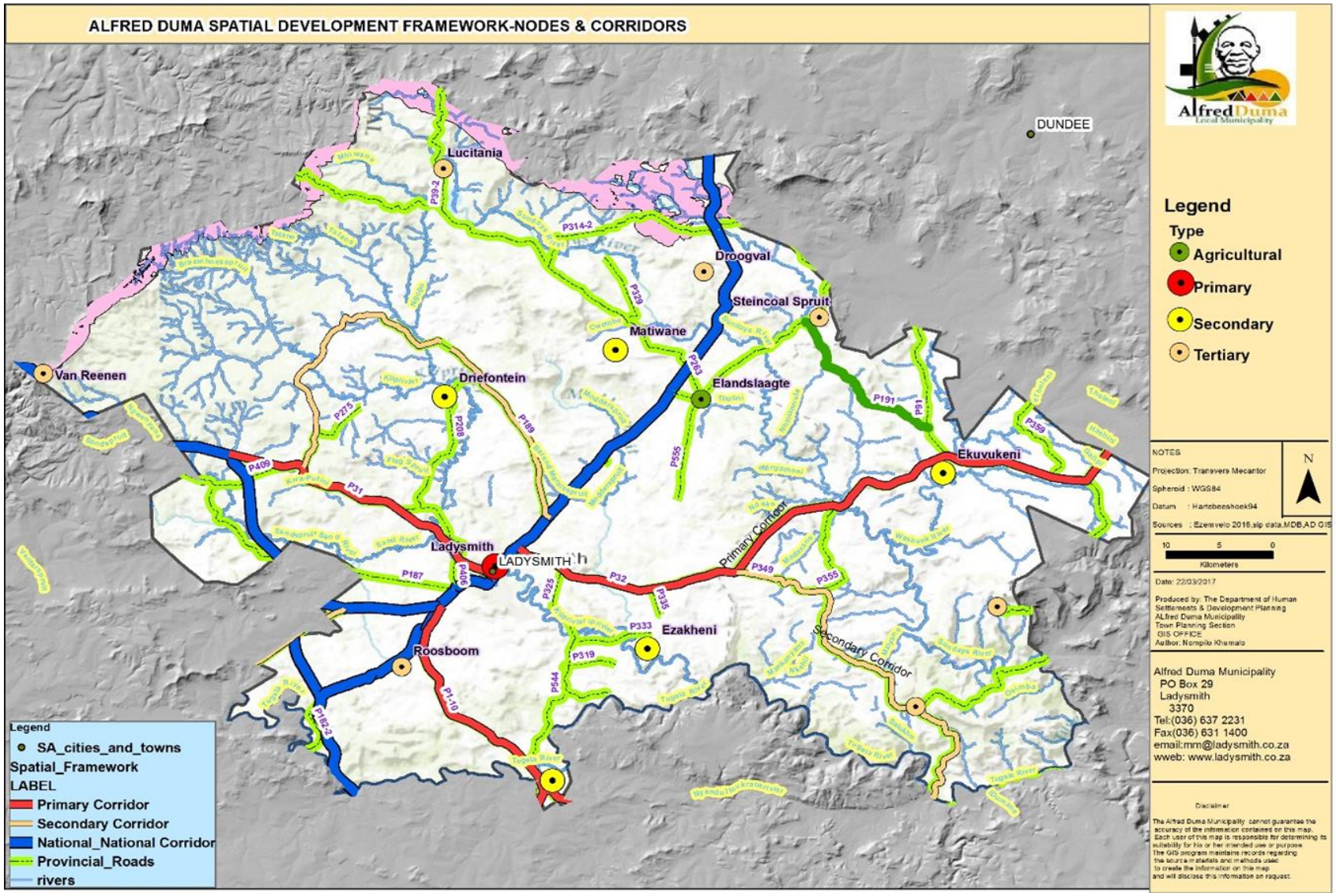
TABLE 5: NODES, FUNCTIONS AND TYPES OF SERVICES

Type of Planning Areas	Functions	Type of Service
Primary (Sub-regional Centre)	Distribution and Police Station, Hospital, Welfare Office, coordination Schools, Community Hall, Post Office, point Bank, Court, Comprehensive sport Higher facility, Developed Economic Centre, order Information Service Centre, level of goods Emergency and services Service Centre,	

Secondary (Community Centre)	Lower order level of goods and services as compared to primary node	Police Satellite Station, 24hr clinic, Weekly Welfare Mobile Services, Schools, MPCC, Weekly Information Mobile Services, Post Net, Mobile Bank Services, Tribal Court, Basic Sport Facility
Tertiary (Neighbourhood Centre)	Serve to Mobile Clinic, Schools determined by provide a population density, Community Halls convenient determined by population density, service to the Postal Services determined by village population density, Basic Sport Facility community	

5.5.1.2.1 PRIMARY NODE

The Ladysmith Town is a sub-regional centre servicing the entire Alfred Duma Local Municipality and beyond. Therefore, this is a primary node for investment promotion and centre of supply of services in the Alfred Duma Local Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite ALFRED DUMA LOCAL MUNICIPALITYbeing recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services. As a sub-regional node, the following activities should be strengthened in ALFRED DUMA LOCAL MUNICIPALITYTown:


ALFRED DUMA SPATIAL DEVELOPMENT FRAMEWORK-NODES & CORRIDORS
DUNDEE
Lucitania
Droogval
Steincoal Spruit
Matiwane
Van Reenen
Driefontein
Elandslaagte
Ekuvukeni
Ladysmith
LADYSMITH
Primary Corridor
Secondary Corridor
Ezakheni
Roosboom
Legend
Type
Agricultural
Primary
Secondary
Tertiary
NOTES
Projection: Transvers Mecantor
Spheroid : WGS84
Datum : Hartebeeshoek94
Sources : Ezemvelo 2016,slp data,MDB,AD GIS
Kilometers
Date: 22/03/2017
Produced by: The Department of Human Settlements & Development Planning
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Legend
SA_cities_and_towns
Spatial_Framework
LABEL
Primary Corridor
Secondary Corridor
National_National Corridor
Provincial_Roads
rivers

Three main factors have influenced the selection of these areas, that is:

- Location in relation to major access routes. Secondary nodes are located either along a primary or secondary corridor, or at the intersection of the primary and secondary corridor
- Location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas. Development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.
- Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.
- Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It lso has potential for the following activities:

Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103. Low-density residential development for people who want to be close to urban opportunities, but live a rural lifestyle. Public facilities serving different at least two or more settlement clusters.

5.5.1.2.3 TERTIARY CENTRES

In addition to the secondary centres, the vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community such as:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.

- Community halls and other community facilities.

5.6 CONTINUUM OF SETTLEMENT CLUSTERS

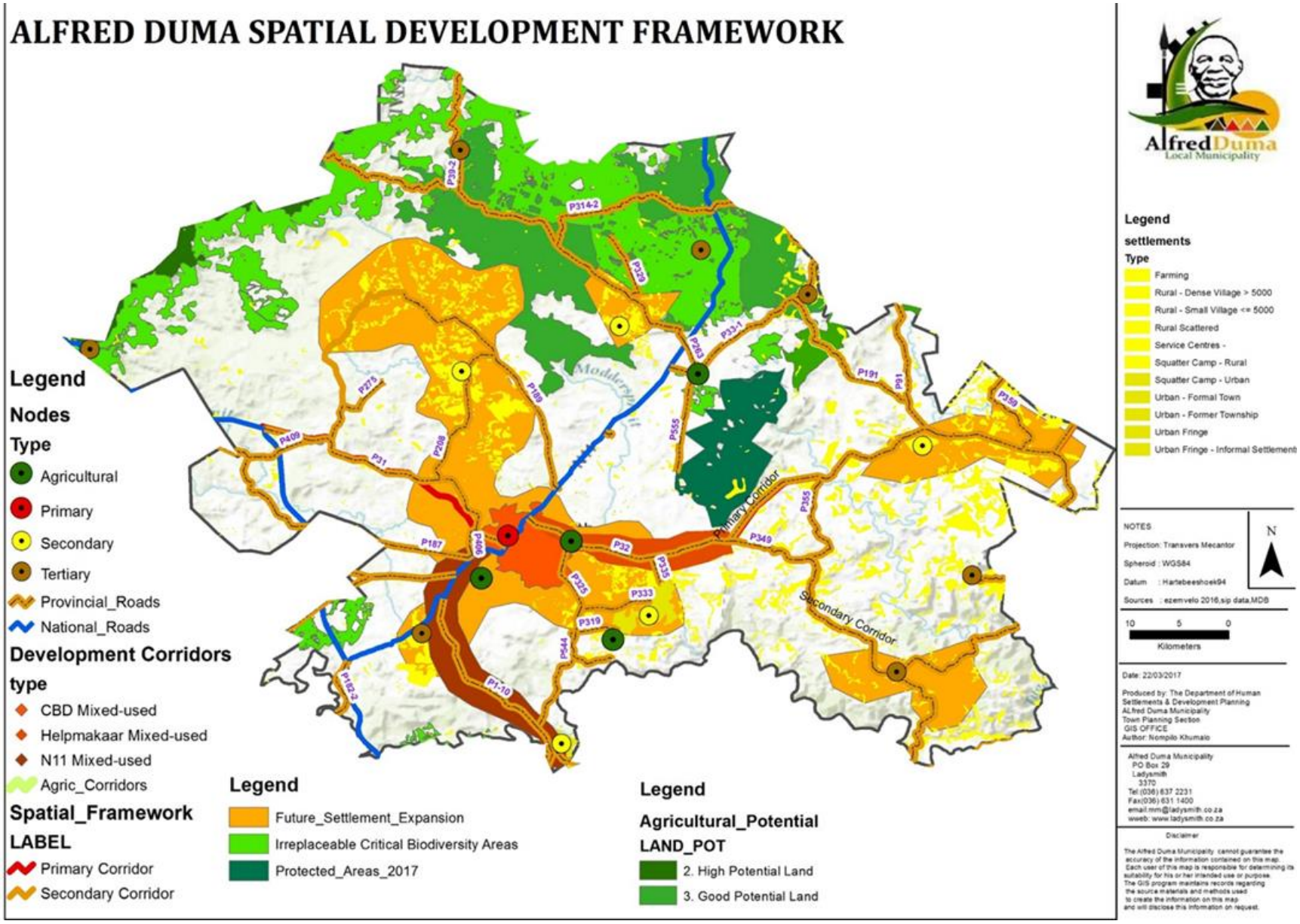
Although it has become a trend in planning practice to identify nodes and order them in a hierarchical format, it is noted that ALFRED DUMA LOCAL MUNICIPALITYis predominantly rural in character. As such, exclusive use of development nodes as key spatial structuring elements has potential to undermine the significance of rural parts of the municipal area and relegate rural settlements into sub-sets of mostly urban nodes. One of the key focus areas of the SDF is to facilitate the evolution of a settlement pattern that reflects strong functional linkages between rural and urban, and the continuum of settlements ranging from deep rural to formal urban settlements.

This pattern has a number of benefits, including:

Maximizing choice of lifestyle and where people want to live.

Providing a good framework for the delivery of services and application of service standards based on character of the area. Unlocking economic development potential at different scales thus providing remote rural areas to realize their agricultural economic development potential.

Improving economic performance of the region.


ALFRED DUMA SPATIAL DEVELOPMENT FRAMEWORK
Legend
Nodes
Type
Agricultural
Primary
Secondary
Tertiary
Provincial_Roads
National_Roads
Development Corridors
type
CBD Mixed-used
Helpmakaar Mixed-used
N11 Mixed-used
Agric_Corridors
Spatial_Framework
LABEL
Primary Corridor
Secondary Corridor
Legend
Future_Settlement_Expansion
Irreplaceable Critical Biodiversity Areas
Protected_Areas_2017
Legend
Agricultural_Potential
LAND_POT
2. High Potential Land
3. Good Potential Land
Primary Corridor
Secondary Corridor
Alfred Duma
Local Municipality
Legend
settlements
Type
Farming
Rural - Dense Village > 5000
Rural - Small Village <= 5000
Rural Scattered
Service Centres -
Squatter Camp - Rural
Squatter Camp - Urban
Urban - Formal Town
Urban - Former Township
Urban Fringe
Urban Fringe - Informal Settlement
NOTES
Projection: Transvers Mecantor
Spheroid : WGS84
Datum : Hartebeeshoek94
Sources : ezemvelo 2016,sip data,MDB
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10 5 0
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5.6.1 URBAN SETTLEMENTS

There are three urban settlements within Alfred Duma Local

Municipality, namely:

- Ladysmith Town including the surrounding suburbs.
- Ezakheni Township
- Colenso

An agenda for the management of these areas is set in the sections below, and need not be repeated in this section save to emphasize the need to contain low density urban sprawl and transformation of these areas into efficient and integrated urban systems.

5.6.2 PERI-URBAN SETTLEMENTS

Urbanization processes in areas such as Ezakheni has resulted in the blurring of boundaries between rural and urban thus creating clusters of peri-urban settlements.

Large and expansive settlements have developed around Ezakheni.

These include the following:

St Chads

- Roosboom
- Mthandi

Efficient land management in peri-urban areas is critical to deal with challenges of socioeconomic change. These areas act as an interface between rural, often informal tenure rights and institutions of enforcement on the one hand, and formal urban-based and mostly statutory law processes. They provide a unique opportunity for rural people to lead a generaly rural liestyle in an urban context.

Spatial planning interventions in these areas should focus on the formalization of these settlements through land tenure upgrading, provision of services, development of a range of housing products and improving access to public facilities.

5.6.3 DENSE RURAL SETTLEMENTS

Dense rural settlements are an old phenomenon in the rural landscape of Alfred Duma Local Municipality and the Uthukela District generally. These settlements have emerged as a result of forced removals in the commercial farmlands, apartheid based landownerships patterns and shack farming that became an alternative to farming given the low production potential of the land. These areas should be prioritized for settlement planning as a means to prevent them from degenerating into rural slums. This should entail the following:

- Mobilization of land owners and traditional councils (where applicable) in support of settlement planning initiative.
- Formalization of institutional arrangements and clarification of roles and responsibilities and cooperation between the municipality and land owners in respect of land allocation and land use management.
- Preparation of settlements plans indicating spaces where different land uses may be located and areas where settlement should be discouraged.
- Delineation of settlement edge indicating the land required to accommodate further expansion and social development needs over a defined period of time (five to ten years). The urban edge also promotes compaction. Introduction and application of planning standards including average site size.

5.6.4 SCATTERED RURAL SETTLEMENTS

Further expansion of small scattered rural settlements should be discouraged in the short to medium term with an intention to enable them to develop into settlements with a strong agricultural character. Spatial planning interventions in respect of these settlements should focus on the following:

- Agricultural development particularly protection of agricultural land from settlement.
- Management of grazing land including introduction of strategies such as rotational grazing.
- Consolidation of settlements as a means to create service thresholds.

5.6.5 SETTLEMENT CLUSTERS (COMPLEXES)

Rural housing delivery provides an opportunity for the preparation of settlements plans at a local spatial planning unit (settlement or cluster of settlements). The plans should serve as a guide for the development and future allocation of land for different land uses. As such, it is recommended that future settlement plans should be prepared for each settlement and provides for the following: Areas where settlement may or may not occur. This will be derived from an overlay of a series of environmental information such as flood lines, slope, wetlands, etc.

Land reserved for the future location of public facilities such as schools, clinics, etc. Vacant sites land within the settlement area where residential sites may still be allocated. This is critically important as it provides for the consolidation of settlements. Establishment and application of standards such as minimum lot size so as to promote equity and facilitate effective use of land. Roads with a particular focus on bus routes and local access roads. However, not all households enjoy road access.

Agricultural land, which includes both arable and grazing land.

Settlement plans should be prepared with full involvement of local communities and the affected and interested parties. They should be simple and easy to follow, and should provide guidance to traditional councils for the allocation of land for different uses.

5.7 SUSTAINABLE HUMAN SETTLEMENT

The 1976 Vancouver Declaration defined human settlement as:

- the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it. The fabric of human settlements consists of physical elements and services to which these elements provide the material support.
- Over the years, the concept of human settlements has been developed further into a strategic framework for overall socioeconomic development. Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for

social development as it defines and determines the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of the society's ability to meet one of its basic needs - shelter, and a prerequisite for sustainable human development and economic growth.

5.8 LAND RELEASE

Land identification exercise should be undertaken to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to the land that is subject of the current and planned housing projects. The exercise should be based on the following criteria:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land uses
- Ezisting zoning
- Size and potential yield for different housing products.
- Availability of services.

Location in relation to employment and other urban opportunities.

Market value of the land as determined by the municipality for rating purposes.

Geotechnical, topographical and other environmental conditions.

The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

The primary aim of this program is to facilitate the release of strategically and suitably located land as rapidly and cost effectively as possible so as to provide a range of housing products. Particular focus should be paid to state owned land and land located within development nodes and along development corridors and spines as identified in the SDF. This includes land registered in the name of the ALFRED DUMA LOCAL MUNICIPALITYMunicipality, land held by the Provincial

Department of Human Settlements in terms of the power of attorney and land administered by the national Department of Rural Development and Land Affairs (where applicable).

5.9 HOUSING DELIVERY

A differential strategy should be followed in the development of human settlements. Particular focus in the urban areas should be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense peri-urban and rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

5.10 SLUMS CLEARANCE

The following spatial planning directives will be applied in the implementation of slums clearance projects:

Identify all informal settlements and quantify housing need.

Mapping and assessment of informal settlements to establish whether they can be upgraded *insitu* or requires relocation. Develop and introduce a land invasion policy as a means to prevent development of new and expansion of the existing informal settlements.

5.11 RURAL HOUSING

The Government's rural housing assistance programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements. It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office but rather protected in terms of land rights legislation - Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996). As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. The rural housing assistance programme is needs or demand based and designed to provide housing and infrastructure assistance within the specific circumstances. Dense rural settlements will be for prioritized rural housing.

5.12 BREAKING NEW GROUND PROJECTS

Alfred Duma Local Municipality has developed a Housing Sector Plan. The Housing Sector Plan estimates the current housing backlog to 5000 units calculated on the basis of census data, informal settlements and backyard shacks. Naturally, since the municipality is mainly rural and has a high percentage of unemployment, the greater percentage of the housing need is for affordable housing units. Assuming an average density of 25 dwelling units per hectare (including roads), it follows that nearly 200ha of land is required in order to address the housing backlog. This should be spread between Ezakheni and Ladysmith.

5.13 MIDDLE INCOME AND UPMARKET HOUSING

Middle income and up market housing is undertaken by the private sector in response to an expressed need. However, the municipality can facilitate the delivery of this form of housing through the incorporation of appropriately located land into the town planning scheme area and introduction of appropriate zoning. The area between Steadville and Ezakheni has been earmarked for the development of a range of middle-income housing products. Development of this land will reinforce the development of P….as a mixed-use development corridor and facilitate spatial integration of Ezakheni, St Chads and Ladysmith.

5.14 BULK INFRASTRUCTURE DEVELOPMENT

Provision of bulk services is the responsibility of Uthukela District Municipality. Sector plans have been prepared for some of the services. The recommendations thereof that have implications for Alfred Duma Local Municipality have been integrated into the SDF for alignment and integration purposes.

5.15 SANITATON

The IDP indicates that Alfred Duma Local Municipality has a huge sanitation backlog, particularly the rural villages. Packaging of sanitation programs should be based on settlement clusters and be integrated with the drive towards the transformation of rural villages into sustainable human settlements. The following spatial planning standards should be applied in all sanitation projects:

Giving priority to settlements located within priority environmental areas. Providing settlements located within a 100m of wetlands with lined ventilated pit latrines at the minimum.

Providing urban and peri-urban settlements with water borne sewer.

5.16 WATER

Like many areas in South Africa, the Alfred Duma Local Municipality area has inherited the historical legacy of a large backlog of water and sanitation service infrastructure. This situation is clearly intolerable and therefore the efficient and adequate supply of water services for domestic consumption and for economic development is one of the most important challenges facing Uthukela District Municipality, in its capacity as the Water Services Authority for both ALFRED DUMA LOCAL MUNICIPALITYand the other local municipalities located within its boundaries.

UTDM has identified the following as critical and strategic water supply areas: Additional sustainable water source for Ladysmith and Ezakheni townships.

Bulk water supply system where rural schemes can just be “plugged in”.

Bulk water supply to the settlement clusters.

Raw water supply for Agricultural irrigation (Emnambithi/Ladysmith, Colenso, and some other areas).

Identification of supply zones should be based on the cluster of settlements defined in terms of quaternary catchments. The following spatial planning standards should be implemented in all water supply schemes:

Urban settlements should be supplies with water within the house.

Peri-urban settlements should ideally be supplied with water on site or at least within a 200m from each household.

Dense rural settlements should be provided with water at least within 200m from each household.

Scattered rural settlements should be prioritized for spring protection, source water from the rivers and where possible boreholes.

5.17 IMPROVING ACCESS TO SOCIAL FACILITIES

Different communities have different priorities in terms of social facilities, and different types of facilities will work efficiently in certain communities. Large facilities with a municipal wide threshold such as a district hospital may not be located in a small poorly accessible settlement.

The important issue is not to predetermine the form of all facilities, but rather the positioning of social institutions valued by the community. The precise nature and form of many of these facilities can be determined over time by the community itself. Community facilities are important place-making elements and they should be used, in combination with public space, to make memorable places. They are dependent upon public support and play an important integrating function in and between communities/settlements. They should therefore be located in places of high accessibility, for the local and surrounding communities. In this way, they bring together people from a number of local areas and are not tied to the dynamics of any one community.

5.18 HEALTH

Equitable access to health facilities and services is one of a sustainable human settlement. While the area is generally well provided with hospitals, spatial distribution of clinics could be improved to achieve a target of a clinic for every 6000 households or a clinic within a 6km radius. This could be achieved through the location of clinics in secondary and tertiary nodes where the concentration of public facilities is recommended.

5.19 MEETING SPACES

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Halls should be located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the symbolic parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create “forum” places, which over time assume a symbolic significance outstripping their purely functional role.

5.20 EDUCATION FACILITIES

The creation of environments which promote learning forms an integral part of the settlement making process. Learning has both formal and informal dimensions. Schooling relates to the formal dimension of education. Informal learning stems from exposing people to experiences outside the formal learning environment, such as experiencing nature, urban activities and social events. In this respect, the informal part of the learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, colleges, Technikons and adult education centres close to places of intensive urban activities.

The concept of the specialised self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer

period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population. Provision of education facilities should be based on established planning standards of a primary school for every 600 households and a secondary school for every 1200 households. Future school sites should be located and be integrated into the existing spatial fabric and logic. Secondary facilities could be located in areas where they can be shared between or among settlements thus forming the basis of emerging nodes

The movement network and public transport

Movement should not be seen as a separate element but as an activity which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. In Ladysmith and Ezakheni, equal emphasis should be placed on both spaces which are entirely pedestrian dominated and those which are entirely vehicle dominated. The situation is completely different in rural villages where pedestrian and public are the dominant modes of transport. Public transport is essential in areas that are characterised by low levels of car ownership. As far as possible, transformation of rural settlement into sustainable human settlements should support public transport. Well located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities in areas such as Ladysmith Town and Ezakheni will increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities.

The poposed system of corridors and nodes supports the concept of an integrated public transpot system, with most of the corridors serving as public transport routes.

5.21 RURAL DEVELOPMENT AND AGRARIAN REFORM

Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through a three pronged strategy based on: a coordinated and integrated

broad-based agrarian transformation; strategically increasing rural development; and an improved land reform programme.

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform impacts on the local communities, yet it is implemented by a national government department with limited, if any, consideration of the IDPs and the SDFs. Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Nevertheless, the land reform is one of the significant programs that promise to make a major contribution to economic growth, poverty alleviation and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development. Alfred Duma Local Municipality recognizes the importance of the land reform; particularly the role it can play in addressing historical land related conflicts in the area, overcrowding and congestion, as well as promoting agricultural development. As such, the following should guide future implementation of the land reform program within the ALFRED DUMA LOCAL MUNICIPALITY.

Clustering of projects in a geographic area (across products) so as to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensiveapproach to the resolution of labour tenant and land restitution claims.

Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive land Acquisition Strategy should be located close to transport axes on good agricultural land in situations where they have access to ongoing support and mentorship – this by definition would exclude isolated areas of the municipal area. There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas which can be provided with social facilities and basic services in an efficient and effective manner. It may also form

part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality. Opportunities in Umtshezi include game farming, livestock farming, citrus, irrigated pastures, and dryland and irrigated crop production.

It must however, be noted that the land reform is a need and a rights based program. Its primary focus is to transform the land ownership pattern in line with the national government targets.

5.22 LAND TENURE UPGRADING AREAS

Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to the following areas: 343

- Roosboom.
- Driefontein Complex.
- Matiwaneskop Complex.
- Nkunzi.
- Steincoal spruit.

5.23 LOCAL ECONOMIC DEVELOPMENT

Alfred Duma Local Municipality IDP identifies local economic development (LED) as one of the key performance areas (KPAs), and a strategic area of intervention.

Investigations undertaken towards a comprehensive LED strategy and implementation plan suggests that the area has potential in commerce and industry, tourism, agriculture and mining sectors.

5.24 TOURISM

According to ALFRED DUMA LOCAL MUNICIPALITYLED Strategy, ALFRED DUMA LOCAL MUNICIPALITY's potential for tourism development is derived from a range of attractive features such as mountainous terrain, scenic features, and rich bio-diversity. Tourism development should be promoted in the following areas:

- Nature based tourism in areas along the Drakensburg, lowveld areas, between Colenso and Ezakheni.
- Rural villages where there is an opportunity to celebrate the culture of the local communities.
- The area between Colenso and Ladysmith where there are various sites of historical significance.
- Ladysmith Town where focus should be paid on conferencing facilities, tourism accommodation and visitor orientation centres.
- Eco and adventure tourism in the mountain passes such as Collin's Pass.

Agro-tourism on commercial farms subject to impact on agricultural land.

5.25 AGRICULTURE

Agricultural development should be promoted based on potential with high production land being reserved mainly for agricultural purposes. The following agricultural activities are prevalent in the area:

- Extensive livestock farming should be promoted, particularly in commercial agricultural areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.
- Crop production (irrigated and dryland) should be promoted in low lying areas and irrigation along the main rivers particularly Colenso.
- Irrigation estates along the major rivers such as uThukela River and Klip River.
- Pastures and dairy in and around Colenso.
- Farms say within a five to ten kilometre radius from Ladysmith Town and Colenso should be considered for the establishment of smallholdings where limited processing of agricultural products and tourism facilities should be allowed. The same applies to farms located immediately along development corridors.

5.26 COMMERCE AND INDUSTRY

The nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels. Ladysmith Town is the main regional economic hub with huge untapped potential given its sphere of influence

and strategic location in relation to the regional and provincial movement and trade routes. It has a well-developed physical infrastructure and is endowed with strategically located vacant and/or underutilised land for further expansion.

Availability of properly zoned and serviced industrial land suggests a need to strengthen functional linkages with the rural hinterland. This will establish Ladysmith as the agroprocessing centre for raw materials produced on local commercial farmlands and the surrounding agricultural regions.

Commercial and industrial developments in areas such as Ezakheni and Colenso should resonate with the role of these areas as secondary centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be located in nodes that serve a cluster of settlements.

5.27 ENVIRONMENTAL MANAGEMENT

The human-centred approach emphasises that a central purpose of planning is to ensure that the developmental needs and activities of people living in settlements are catered for and, in particular, that opportunities for people to achieve their full potential through their own efforts are maximised. This approach, rather than being purely cost or technologically-driven, is people-driven and democratic. The nature centred approach recognises that natural systems interact in highly synergistic ways, which must be respected if breakdowns in them are to be prevented. Human actions on the landscape, such as settlement-making, must thus be sensitive to ecological processes. Therefore, rather than imposing settlement development on the environment, this approach emphasises co-existence, thereby creating synergy between man-made and ecological systems. The presently unmanaged growth of both the towns and rural areas has potential to: contribute to the degradation of environmental resources such as the water and plants, contribute to malfunction of waste management systems, overload the transport system, and negatively affect the overall deterioration in the living conditions of ALFRED DUMA LOCAL MUNICIPALITY residents.

The growth in the local economy of ALFRED DUMA LOCAL MUNICIPALITYand surrounds, invariably contributes to an exponential increase in water use, waste generation and energy use in the residential and commercial sectors. If not properly managed, the growth can lead to degradation, some of which is not reversible.

- ALFRED DUMA LOCAL MUNICIPALITY Environmental Management Framework (EMF) identifies, among others, the following as critical interventions to address the current accelerated rate of

resource degradation: Catchment management

- Conservation through production (include traditional/indigenous agricultural production systems mainly targeting homestead owners and subsistence farmers).
- Protected areas
- Climate change vulnerability mapping
- Waste management

5.28 CATCHMENT MANAGEMENT

ALFRED DUMA LOCAL MUNICIPALITYis located at the head of the Klip River catchment. As such, good resource management is critical for the integrity and functioning of the upper catchments throughout its length. The catchment is currently under threat, from over-grazing, inappropriate fire regimes, alien plant infestations, inappropriate arable and plantation development and unsustainable harvesting, which in turn leads to groundcover and biodiversity loss and soil erosion. Well managed catchments can perform their important ecological services in a far more effective and resilient manner than those which are under stress from development pressures. ALFRED DUMA LOCAL MUNICIPALITY EMF suggests the following as interventions to address this phenomenon:

- Range management.
- Alien plant management.
- Conservation through production (community based natural resource management).

5.29 RANGE MANAGEMENT

The ALFRED DUMA LOCAL MUNICIPALITY should work with the Department of Agriculture to determine the appropriate grazing capacity of the area. There are standard methods for doing this, and they are essential for range management. Importantly, this process must involve participation by the communities in question to ensure that local dynamics are accounted for. A rotational grazing system must be designed and implemented for these areas to ensure that sufficient rest is granted to the rangelands. Each targeted community should

have the equivalent of a farm management plan that guides all agricultural development and management for a five year period.

5.30 ALIEN PLANT MANAGEMENT

This intervention has two primary aims, firstly, the conversion of certain alien plant infestations (which are a liability) into an economic opportunity (charcoal, bio fuel, poles, firewood, etc), and in so doing provide an economic vehicle for SMMEs / local micro enterprises to generate income through value adding activities. This is an ambitious but possible intervention, requiring excellent technical and management skills, and well structured partnerships between role players, including the private sector, the District, and relevant government departments. There are other such projects elsewhere in South Africa and KwaZulu-Natal which have been successful. Secondly, the control of existing alien tree infestations where they do not present an economic opportunity.

5.31 CONSERVATION THROUGH PRODUCTION

There is no fundamental physical difference between the rural settlements and commercial farmlands. They are both located in the same biophysical area, with the same rainfall, similar soils, and can support similar plant and animal species. However, the major different is the management style and land tenure system. Breakdown of co-operative communal land management has led to extensive overgrazing by wandering livestock, which has bared much of the soil in the surrounding area. Biodiversity loss is severe, livestock are often starving during winter and early spring due to insufficient biomass and nutrition, and most wildlife has disappeared as a result of poaching.

The EMF advocates for the adoption of the ‘conservation through production’ concept with its central tenet being increasing agricultural production while reducing the vulnerability of rural livelihoods to drought and soil erosion. This requires the application of Community Based Natural Resource Management (CBNRM) approach to involve target communities in designing and driving their production. This will strengthen the chances of success, for both productivity and resource conservation and management.

Erosion prevention and rehabilitation driven from a point of soil, soil nutrient and water management for improved production. Indigenous and plantation forest development strategy that takes into account impacts of different species on the environmental resources. Proper demarcation of land uses based on land quality, potential and available resources.

5.32 PROTECTED AREA DEVELOPMENT

The Priority Environmental Areas can be used as the basis for identifying new protected areas. Large portions of untransformed la nd within these areas have potential for protection, assuming there is a willing community or owner. The EMF identifies some potential areas for exploration and proclamation under the Protected Areas Act. All have high aesthetic appeal and considerable potential for tourism, and are located in the upper Klip River catchment which is important for water security. Some are located on settled land, while the rest is on privatelly owned commercial farmlands.

5.33 WETLAND MANAGEMENT

Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands: No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply, therefore only rehabilitation and conservation activities are proposed within the zone.

In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region. 32m confidence buffer will be established around each wetland are as on-site delineation of wetlands has not been undertaken.

5.34 BIODIVERSITY MANAGEMENT ZONES

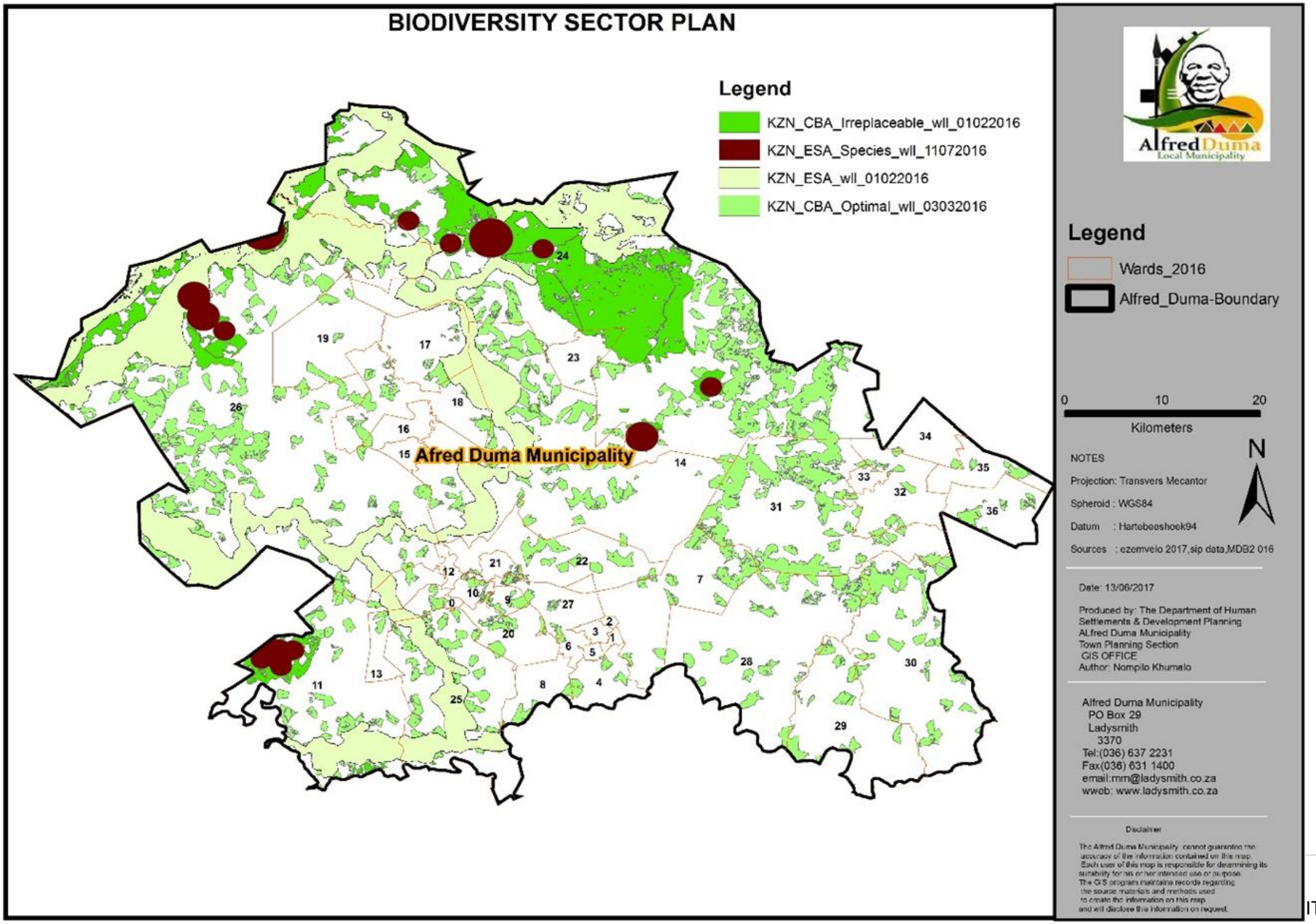
Protected Areas

Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA and will require extensive consultation with all interested and affected parties.

5.35 BIODIVERSITY CONSTRAINT AREAS

Any development proposed within this zone must be subject to a pre-feasibility assessment which must include all necessary specialist biodiversity investigations and the consideration of alternatives and mitigation. If the site is confirmed to be highly sensitive and the proposed activity is expected to result in the potential net loss of critical biodiversity elements, then the development should be considered fatally flawed from a biodiversity perspective and should not proceed.

Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.


BIODIVERSITY SECTOR PLAN
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KZN_ESA_Species_wll_11072016
KZN_ESA_wll_01022016
KZN_CBA_Optimal_wll_03032016
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Alfred Duma Local Municipality
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Datum : Hartebeeshoek94
Sources : ezemvelo 2017,sip data,MDB2 016
Date: 13/06/2017
Produced by: The Department of Human Settlements & Development Planning
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5.36 MANAGEMENT OF AGRICULTURAL LAND

5.36.1 HIGH POTENTIAL AGRICULTURAL LAND

High potential agricultural areas offer unique opportunities for cultivation and food security. Areas of high agricultural potential are identified as areas with inherent potential for cultivation based on the soil, slopes and climate of the area. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in this zone. Ultimately these areas should not be developed for purposes other than agriculture, and should retain the opportunity for future agricultural production. As such, they should be maintained either for cultivation or grazing.

In areas of high agricultural potential that also have high biodiversity value it will be important to attempt to identify land uses that may achieve both objectives such as grazing or less intensive cultivation that include areas to be set aside for biodiversity management. High potential agricultural land located within existing settlements but is too small or lack the appropriate infrastructure to become viable agricultural areas could be considered for small scale or intensive food production and urban agriculture.

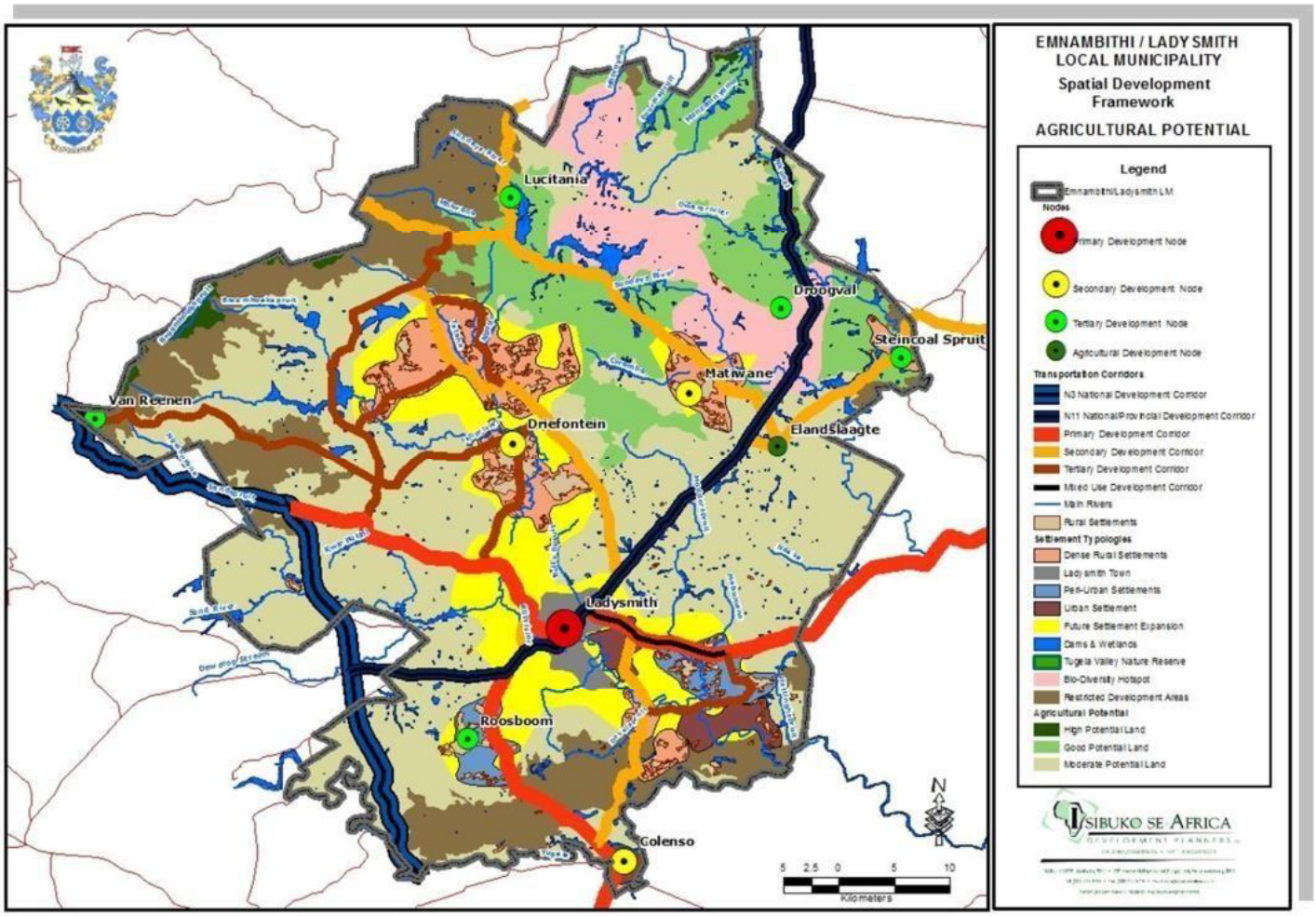
LOW AGRICULTURAL POTENTIAL

Land with low agricultural potential refers to areas that have limited value for agricultural production. This may be as a result of steep slopes, unsuitable soils or unsuitable climatic conditions. Activities within this zone are not constrained by agricultural potential.

5.36.2. GOOD AGRICULTURAL POTENTIAL

While these areas may have agricultural value, this can be determined through more detailed site-specific slope and soil analysis. As agricultural potential of these areas could be high, further investigation of these sites is recommended. If any site is deemed to have high agricultural

potential then the management priorities and land use guidelines for the high agricultural potential constraint should be applied. Cultivation in this zone is not recommended and yields



from cultivation in this zone are unlikely to be profitable and may in fact result in negative impacts such as erosion and land degradation. Extensive agriculture such as grazing or subsistence gardening may however be undertaken in this zone. It is critical however that stocking rates be carefully considered to ensure that land degradation does not occur. It is also critical that subsistence gardening does not occur on steep slopes resulting in erosion.

5.36.3 AGRICULTURAL POTENTIAL LOST DUE TO TRANSFORMATION

Areas within this zone may have previously exhibited high agricultural potential. Due to land use changes in the past, the potential for agricultural production has been lost. Activities within this zone are not constrained by the agricultural potential. Opportunities for urban agriculture and vegetable gardening should be encouraged.

5.36.4 URBAN MANAGEMENT FRAMEWORK

Urban development program focuses mainly in the three urban nodes within Alfred Duma Local Municipality, namely: Ezakheni where the main focus should be on township regeneration programme and transformation of the area from being an apartheid township into a post-apartheid sustainable human settlement.

Colenso where the main focus also on urban renewal and intensive urban agriculture. Ladysmith where the main focus is on land use integration and developing the town into an efficient sub-regional centre. Urban renewal and township regeneration are also critical in Ladysmith.

5.37 EZAKHENI TOWNSHIP

Ezakheni Urban Renewal Program (EURP) is intended to transform the social and spatial frabric of the area from an apartheid township into a post-apartheid sustainable urban human settlement. Its objectives are as follows:

- To address poverty alleviation, underdevelopment and improve the quality of life for the local residents.
- To promote investment, employment and provide support to the SMMEs.

- To improve the quality of the environment and facilitate development of an amenable environment.
- To facilitate the development of a range of housing products, thus providing choice in terms of lifestyle and where people want to live.

A detailed programme towards the attainment of these goals is outlined in the Ezakheni Township Regeneration Strategy (Isibani Planning Consultants, 2009). In additions to the interventions identified in the regeneration strategy, spatial planning and development should focus mainly on the following:

Developing a joint initiative with Ithala Bank and other key stakeholders to regenerate Ezakheni Industrial Park. This may include infrastructure development, marketing and investment promotion packages, redesign and redevelopment of the environment outside of the park, etc.

Developing the along the Klip River for intensive irrigation focusing on the production of niche products and fresh vegetables. Eradication of informal settlements through insitu-upgrading and/or relocation of poorly located settlements into planned mass housing projects.

Identification of land and development of community residential units as a means to address need for rental housing stock. Redesign and redevelopment of Ezakheni Town Centre into a functional and efficient spatial system. Ezakheni secondary refers to the area in the vicinity of Ezakheni FET College. Upgrading and maintenance of road infrastructure. This includes the development of sidewalks, pavements and street lighting. Development and/or upgrading of active public open spaces including playlots, parks and sport fields. Introduction of a land use scheme.

5.38 LADYSMITH TOWN

In 2010 the Emnambithi/ Ladysmith Municipality commissioned a study of the Ladysmith town which specifically defined actions which are required to assist the Municipality in initiating the development process in the CBD. These actions take the form of Catalytic Projects, so named because they are designed to stimulate further public and private sector investment thereby building a selfsustaining regeneration momentum. This is done by the projects demonstrating the commitment of the Municipality to the CBD and boosting public confidence in it.

The objectives of implementing the Catalytic Projects are ultimately the economic and social upliftment of the people of Ladysmith and its hinterland. The physical improvements brought about from the Catalytic Projects however are intended to create an environment that is more conducive to doing business, attracting investment and visitors. The catalytic projects include the relocation of informal traders in a sensible manner that promotes safety, convenience and whilst keeping the town aesthetically pleasing and conducive for investment. Commercial development projects to attract investment and grow the town include:

5.39 AERODROME DEVELOPMENT

The municipality is planning to expand and develop the Ladysmith aerodrome so as to attract investment as well as to tap into the tourism industry noting that within our uThukela District there is a world heritage site (Drakensburg mountain). The development around the aerodrome is of a mixed use which will consists of commercial, mixed use housing projects, light industries, Eco-estate. This project is a milestone towards the global economy which speaks to the development of aerotropolis cities.

5.30 INDOOR SPORTS COMPLEX

This project is of a mixed use development comprising of a juxta mix of:-High Density Residential, retail, offices. health Care Centre, gymnasium restaurants also meant to stimulate the economy of the town and is strategically located along the N11 National Road corridor and is the entrance of town coming from Durban.

5.31 LADYSMITH MALL

This project is one of the municipalities main draw card in terms of boosting the economy of the town and attracting investors as well as creating jobs not only in

Ladysmith but the district at large, It is strategically located along the N11 which links Ladysmith and Mpumalanga Province and is at the entrance of the town from Newcastle and Dundee towns. The project is of a mixed use comprising of commercial, retail and housing as a first phase.

5.32 LADYSMITH INTERMODAL FEEDER PORT

The sustainability of this R100 million Projected Medium Term Project and has a Transnet PX Goods Warehouse in Ladysmith replacement value > R 1 billion, yet unutilised. It has an substantial opportunity to increase rail

traffic as a result of Transnet Market Demand Strategy ('road-to-rail') due to significant congestion and cost of services in Durban. It has a potential of decreasing Road related fatalities on N3 (project to save 25 fatalities and millions of Rand p.a.
on average at inception)

As the Ladysmith town we take pride in that this project will be the first of its kind in South African Metal's Exchange and Bonded Warehouse service due to its proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (which sees roughly 1000 trucks a day). The LIFP projects will create over 200 new employment opportunities with more than 1000 indirect jobs in the first year of existence. Local communities in and around Ladysmith town will benefit from significant spin-offs i.e. accommodation, trucking services,beneficiation and manufacturing.

5.33 OBSERVATION PARK PHASE 2 AND EASTGATE HOUSING PROJECTS

The N3 National Route has been identified as a prime development corridor in both the National Development Plan (NDP) and the KZN Provincial Growth and Development Plan. Emnambithi / Ladysmith is strategically well located, being close to the junction of both the N3 and the N11 National Routes, thereby placing the town in an extremely favourable position for growth and development, for which forward planning and development is both necessary and desirable.

Two separate housing catalytic projects known as Observation Park Phase 2 and Eastgate Housing Projects will be initiated within this financial year and it is a logical expansion of the highly successful developments of the first phase of Observation Park and the Mkamba Gardens housing developments, within which more than 600 middle-income housing opportunities have been provided. Observation Park Phase 2 will provide approximately 200 middle-income housing opportunities at a relatively low to medium density, together with the provision of suitable open spaces.

Eastgate, is a proposed mixed-use integrated development node, which has the potential to yield over 2000 residential units, providing for inclusionary housing, as well as middle and upper income housing. In line with present housing and development policy and legislation, the envisaged housing types will range from fully subsidised to partially subsidised, (FLISP), through to fully bonded housing opportunities, as well as rental units. The development will provide appropriate ranges of residential densities, also in line with current planning

norms and standards. In addition, the development will incorporate appropriate sites for schools, religious purposes, creches, active and passive open space areas, as well as a commercial / retail / office park component.

The strategic and desirable situation of Eastgate, which straddles both sides of the N11 National Road corridor from Ladysmith to Newcastle, allows easy and convenient access to shopping and other economic and state department facilities in the CBD, as well as to schools, social facilities and employment opportunities within Ladysmith, where most of the sub-region's economic development is concentrated.

Observation Park Phase 2 and Eastgate, are considered as catalytic projects to stimulate and encourage investment and development within Emnambithi / Ladysmith, by being pro-active in planning ahead for the future, to build a liveable, vibrant and resilient town. These developments will assist in catering for the huge and diverse housing demand, caused by natural population growth and urbanisation, together with the demand created from potential investor employees / workers, as well as State, Provincial Department and Municipal employees.

5.34 DRIEFONTEIN COMPLEX

Located on the northern part of the municipality is the Drifontein complex. In order to effect spatial integration, development should be focused in selected nodal areas. Some areas in Driefontein have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are two nodes that have been proposed in the context of Driefontein. These are a node in a Driefontein settlement is identified as a core economic node and a node in Watersmeet settlement is identified as a social and administrative node In the context of the study area, these nodes will form the focal points for the clustering of development and service provision and will ensure access to social and economic opportunities. Nodes in the study area have to be aligned to wider municipal SDF and will be less intense nature, due to its location on the outskirt of Ladysmith.

Future economic development within Driefontein will occur in a coordinated fashion with the following as major land uses commercial, light industrial, sand winning/ mining and coal mining.

The land parcels along P189, between Watersmeet and Burford settlements provides an opportunity for middle income housing. The municipality in partnership with the Department of Human Settlements can consider packaging the housing projects that are primarily targeting the gap housing and rental housing needs within this area.

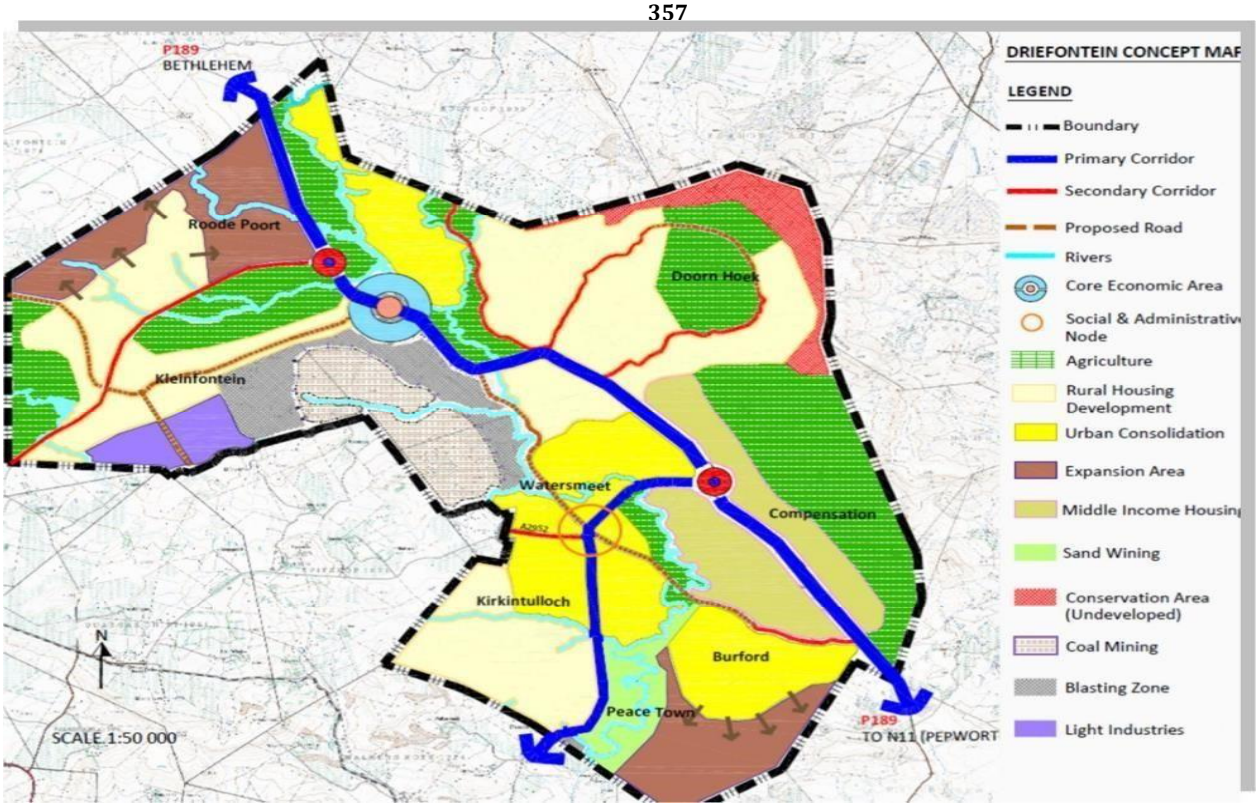
Existing formal townships should be consolidated through the provision of services such as sewer system, development of public facilities and improved quality of the environment. This will transform the areas from being dormitory suburbs into quality living spaces/environments. These existing townships include Watersmeet, Burford and Kirkintulloch. It is envisaged that in the medium to long term, these settlements will be integrated into the urban fabric and be urbanised accordingly.

Over a long term this will enable Driefontein to be a mixed integrated residential area. The existing rural settlements may also appropriately expand to address further housing demand over a long term. Over the long term this expansion will enable the area to be fully integrated with the Ladysmith

5.35 COLENSO

Colenso is a small town on the southern boundary of Emnambithi/ Ladysmith Municipality. The Council identifies regeneration as one of key policy priorities, and recognises its strategic significance as a function to not only the Council but also to other service providers and agencies in the Municipality. The Regeneration

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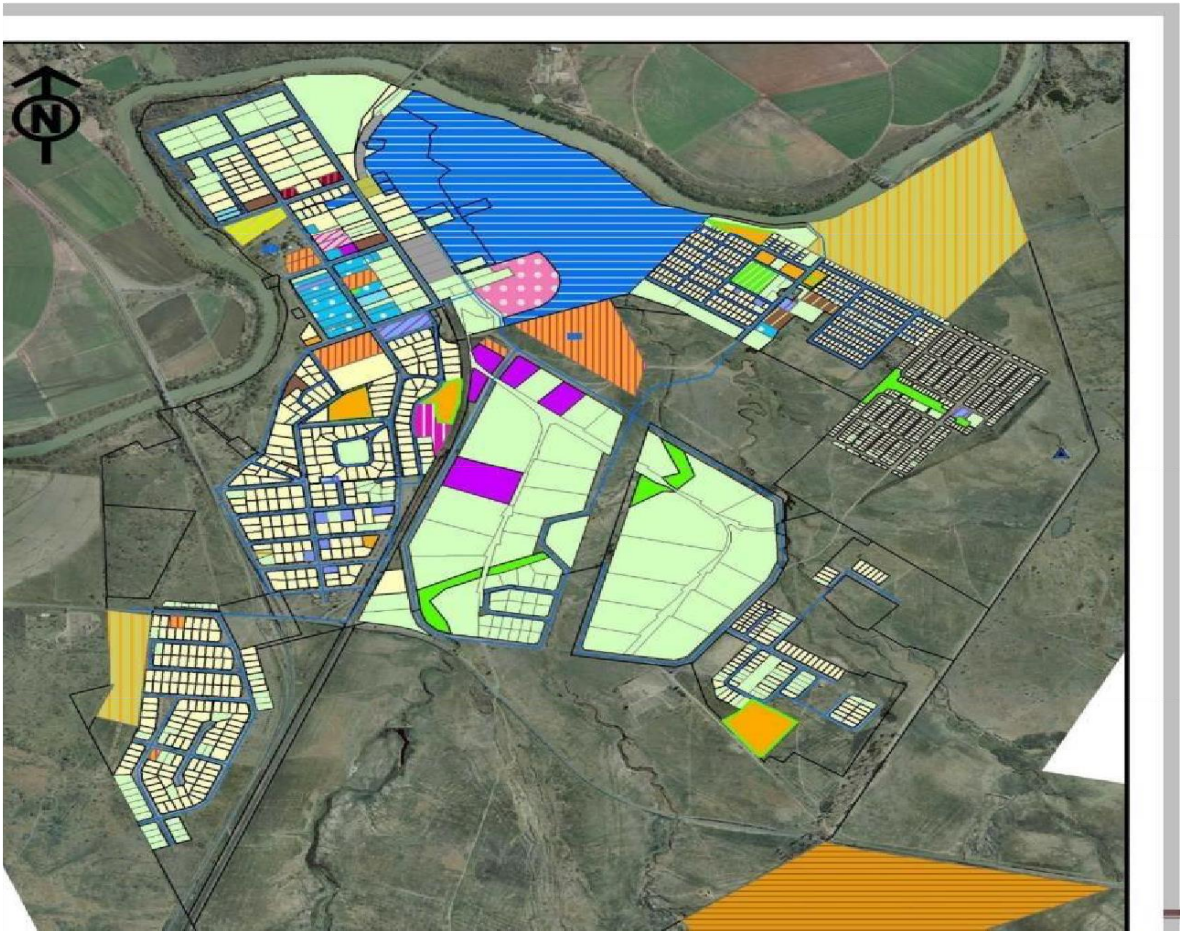
Strategy has therefore been prepared to place regeneration at the forefront of the Council's thinking and actions across all departments and in its interactions with its partners.

It became apparent from as early as the baseline research and stakeholder consultation that if the Strategy was to succeed in this respect, and begin laying the foundations from which a strong Colenso would emerge, a holistic approach to regeneration would be required. This necessity is manifested in the Strategy's vision for the Town, which seeks to nurture a robust and sustainable economy that promotes the Towns strengths and is fuelled by a vibrant environment and successful communities.

From the study the following is suggested:

1. An appraisal of surplus Council owned land is required to determine opportunities for affordable housing development. This will mitigate against the anticipated shortfall and create broader regeneration benefits. Technical studies and in some cases public engagement events will be required.
2. The Council and its partners should work with the local SMME's to ensure that Colenso benefits from the proposed increases to apprenticeships. The renewable energy sector, in particular, should be targeted as an area for increase.
3. The ICT infrastructure, including suitable broadband speed, within the County Council will require improvement. This will allow Council staff to work more efficiently by minimising the need to travel.
4. Given the critical role that effective broadband coverage will have on the realisation of the Strategy, the Council will need to lobby for high speed broadband access. Relevant funding opportunities can be sought via the DTI and organisations like the Rural Broadband Partnership have considerable experience of working with rural communities interested in increasing their connectivity.
5. The Council and its partners need to enable micro-business and social enterprises to succeed. In particular, support should be given to those working in the fields of renewable energy generation; agriculture; tourism and manufacturing. Reducing unnecessary regulation and developing a network of mentors within the Colenso Regeneration Strategy community should provide a solid basis for micro-businesses and social enterprises to succeed.


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5.36 MATIWANE, JONONO AND NKUNZI

Located On the eastern part of the municipality is the Matiwne, Jonono and Nkunzi Cluster. The key routes that constitute the entrance points to the study area is considered vital for ensuring that the area is highly accessible and connected to various part with Emnambithi/ Ladysmith and beyond. These routes are considered critically important for supporting economic development and trading within the area.

The development corridors are considered to be regional transport routes, which link a number of areas. These should be viewed as the logical focus areas of an orderly strategy for rural development and spatial integration. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement pattern and systematic distribution of land uses in space.

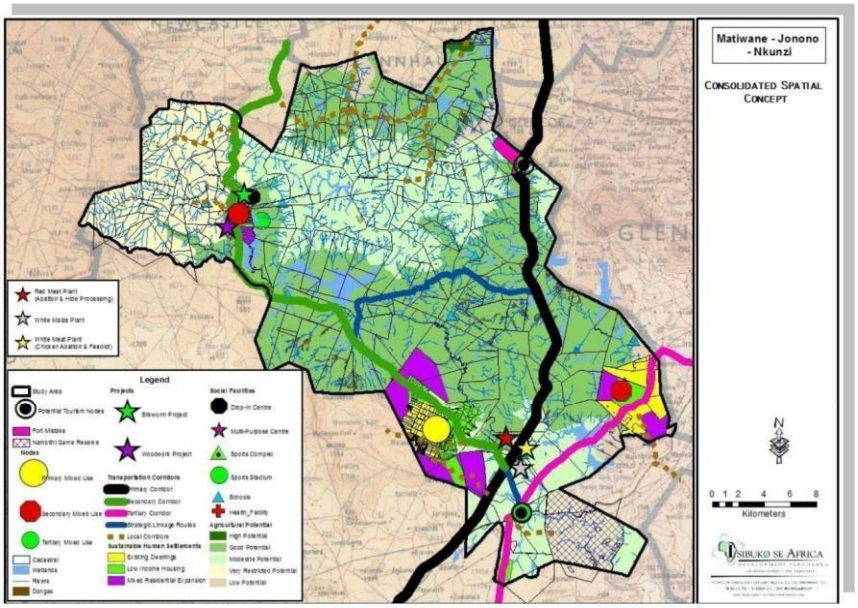
- N11 – has been identified as a primary corridor due to its overrall influence economic influence within the area.
- P263 – has been identified as a secondary corridor due to its role in terms of movement and potential to support economic development that can take place within the area
- P33 – is the tertiary corridor due to its high level of connectivity that it provides for some of the settlement areas.
- P39, P216, D264, D90, D386 – these routes serves as the local corridors that only provide access to farms within the area.

Strategic link routes have been identified as P314 and a portion of P263. These routes act a very important role in terms of linking the corridors. In order to effect spatial integration, development should be focused in selected nodal areas. A node is a place of high accessibility onto which both high and private investments tend to concentrate and offers the opportunity to locate a range of activities. They are generally located along or at a cross-section of development corridors. Some areas have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are five no nodes that have been proposed in the study area. These are:

- Matiwaneskop/ Jononoskop Primary node – the area identified as a core economic mixed use node

- Lucitania and Nkunzi Secondary
- nodes – which would mainly serve the social and small scale commercial role.
- Cremin and Fort Mistake Tertiary/ tourism nodes – these would support the tourism assets that exists within its close proximity and be developed in a manner that includes the SMMEs.

A number of low-income housing projects have been proposed inline with the Breaking New Ground Housing Policy. The focus is mainly on the delivery of lowincome housing and the municipality in partnership with the Department of Human Settlements are in the process to package these projects. However a need exists to approach housing development in a manner that accommodates all income groups within the area by also targeting the gap housing opportunities. This would ensure that over a long term the area become a mixed integrated residential settlement which is sustainable. The area presents itself with a number of economic opportunities that are worth exploring and initiating. There are a number of productive farming activities taking place at primary level. The opportunity for expanding the agricultural value chain exists by agriprocessing exists. The natural resource base of the area presents opportunities for small scale light industrial activities which can be piloted as LED projects. The catchment population and non-availability of commercial activities at close proximity to the area present opportunities for commercial investments within nodes. Existing natural and heritage tourism assets presents opportunities for expanding the tourism scope within tourism nodes



5.37 MCITSHENI, MTHANDI AND ST CHADS

The areas Mcitsheni, Mthandi and St Chads are located within the Ezakheni Township, part of Emnambithi-Ladysmith Local Municipality and all are surrounding the Ezakheni township.

Some of the key implications for St Chads, Mcitsheni and Mthandi will require the improvement of linkages within the Ezakheni/Acaciavale area in line with the municipal concept. This will be achieved through:

- Facilitating alternative employment opportunities to aid the reversal of population decline in villages/rural areas;
- Promoting balanced sustainable development, to strengthen the identity of the villages;
- Promoting the distinct and unique image and identity of the Ezakheni and surroundings, that will attract greater investment and economic activity to the subregion;
- Co-ordinated road network improvements;
- Co-operation with the other areas in the municipal areas, in promoting the tourism potential of the natural environment; and
- Using the potential of the ICT network to promote linkages between the villages and nodes in the municipal area To build upon the strengths of Mcitsheni, Mthandi and St Chads by promoting:
- Sustainable development

- A vibrant and unique community
- Mixed tenure for both housing and employment uses;
- Encourage Skills Development;
- Promote entrepreneurship;
- Provision of adequate basic services; and
- Provision of shopping, health and educational needs

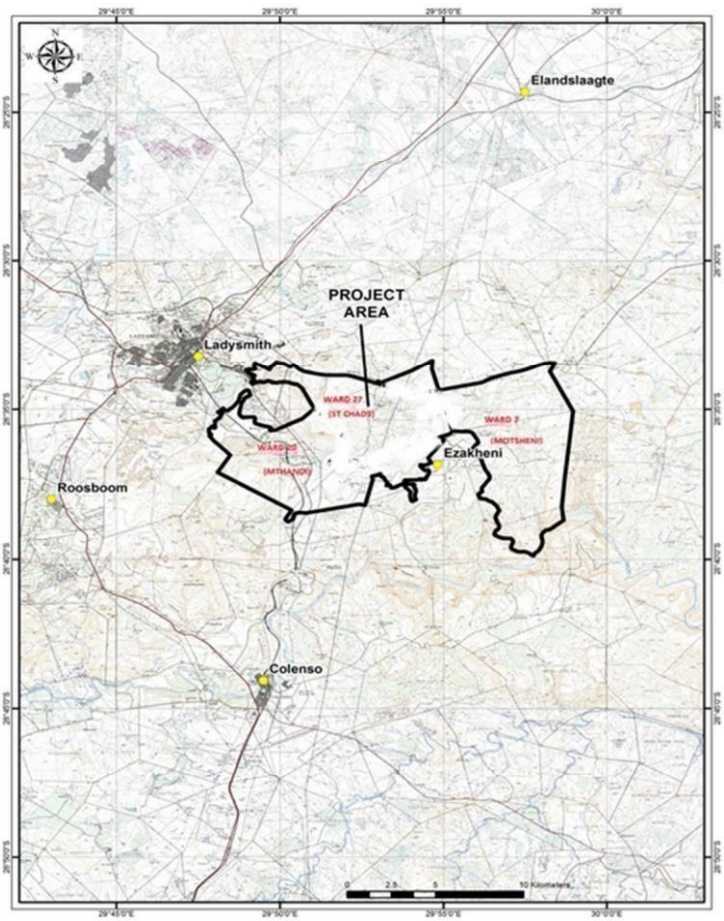


Figure 1. Locality Plan

5.38 MIXED USE DEVELOPMENT CORRIDOR

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Alfred Duma Local Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed and use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

5.39 CATALYSIC COMMERCIAL PROJECTS

The Alfred Duma Local Municipality during its strategic workshop for the 2014/2015 financial year has resolved to mitigate the stagnant growth of the municipality by introducing catalytic projects that are aimed at reviving the stagnant economy of the town and restore the municipality's role as an economic hub for the Uthukela region. Catalytic projects are intended to stimulate economic growth and expansion of the Emnambithi/ Ladysmith

Municipality which will intern have ripple effect for the region at district at large. There are a number of programmes that are in place in order for the municipality to grow its economy thereby the livelihoods of its residents. The municipality has geared its resources in order for the municipality to positively gain on the proposed Strategic Infrastructural Projects (SIP2), the By-pass to the town of Ladysmith, the amalgamation of the municipality with Indaka Municipality and varies catalytic projects within the municipality. These projects will ensure that the Emnambithi/ Ladysmith Municipality reaches its long term vision of creating a prosperous city.

This is to be achieved by:-

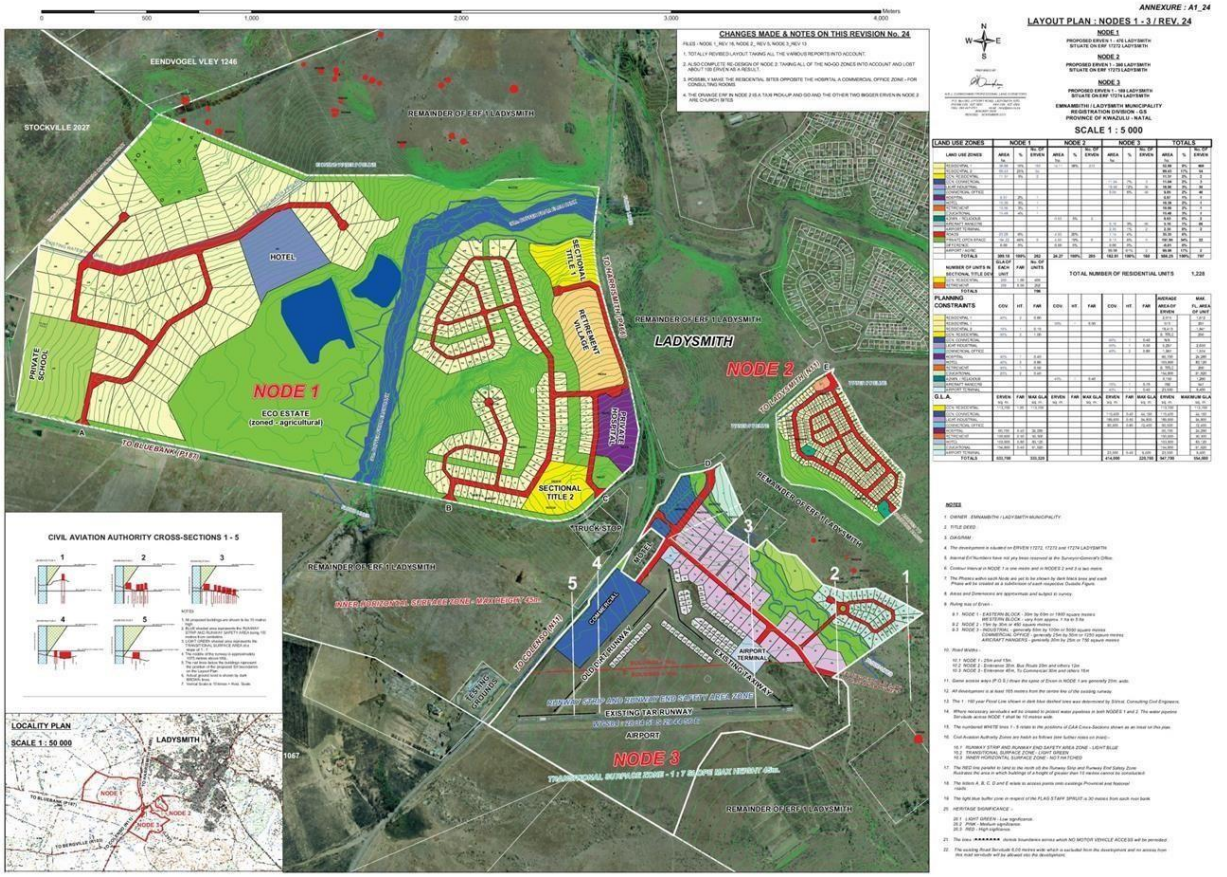
- The implementation of the strategically located projects,
- The development of infrastructure ,
- attracting investment and
- Coordinated and integrated approach to development

5.40 AERODROME DEVELOPMENT

The first catalytic project that the municipality has resolved to concentrate on and try and assist anyway possible is the Aerodrome Mixed Use Development and the development of the Aerodrome to a regional Airport in line with the proposed Cable Car in the Drakensberg Mountains and the establishment of the Ladysmith as a regional transport node. The municipality has rescinded its decision to sell the Aerodrome and currently are in a communication with the "Crack Team" in order for the Aerodrome to be further

developed to a regional Airport taking into account that Ladysmith is centrally located between Durban and Johannesburg, the municipality is located in close proximity to the world heritage site the Drankensburg Mountains, the municipality is traversed by two major corridors that are of national significance the N11 and N3 corridor and also the availability of infrastructure within Ladysmith (rail, road, and airport related). To support the development of the Aerodrome a juxta mix of land uses are proposed around the current Aerodrome which include:

- Mixed housing projects
- Commercial
- Hotel
- Eco-Estate
- Educational
- Light Industrial



5.41 EXTENSION 15 DEVELOPMENT

The municipality soled large tracks of land along Helpmakaar Road to Mystic Blue for the development of the Ladysmith Mall and ancillary uses. This is a phased out development with the

Ladysmith Mall- Phase 1

Supporting developments- Phase 2:

- Commercial
- Retail
- Housing

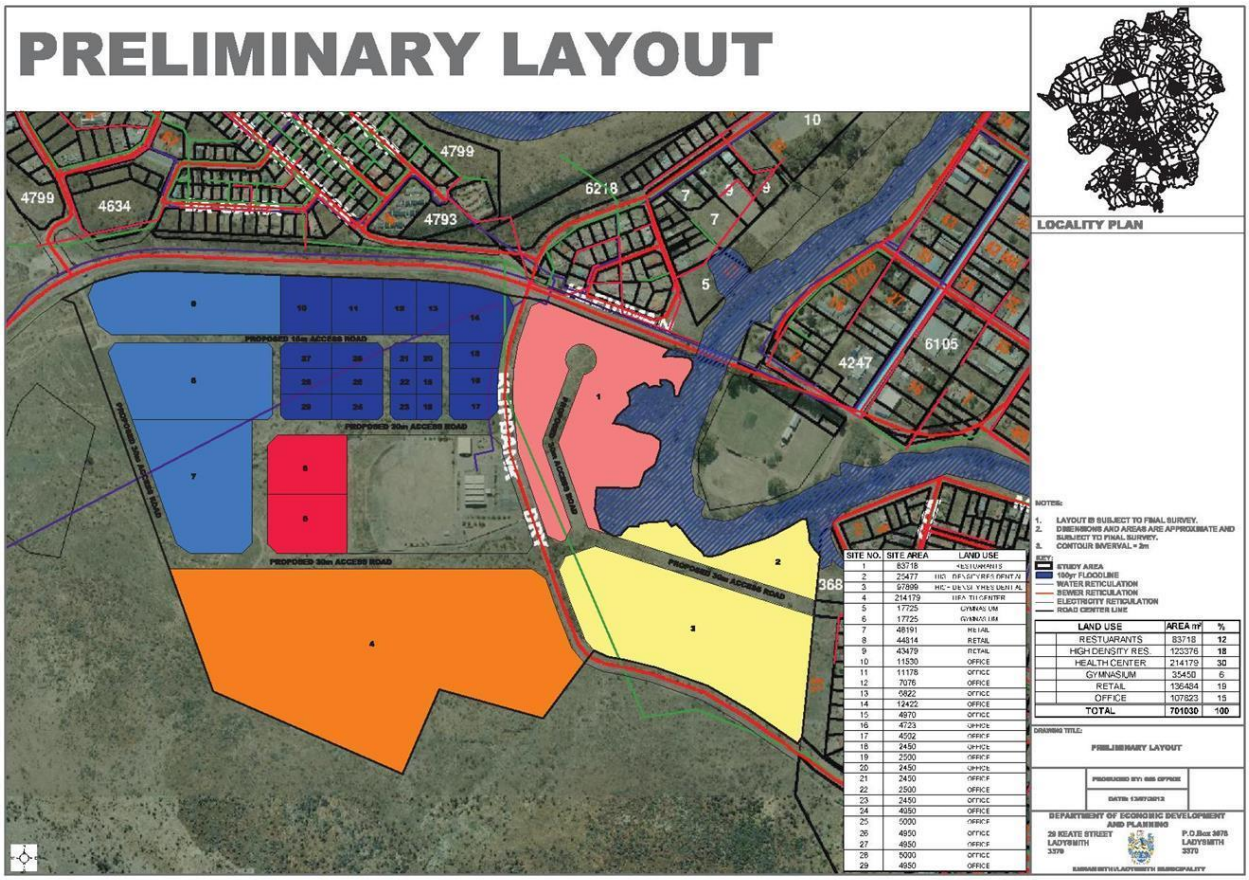


5.42 INDOOR SPORTS COMPLEX DEVELOPMENT

Mixed use development comprising of a juxta mix of:-

- High Density Residential

- ❖ Retail
- ❖ Offices
- ❖ Health Care Centre
- ❖ Gymnasium
- ❖ Restaurants



5.43 LADYSMITH INTERMODAL FEEDER PORT

- The sustainability of this R100 million Projected Medium Term Project
- Transnet PX Goods Warehouse in Ladysmith replacement value > R

1 billion, yet unutilised.

- Substantial opportunity to increase rail traffic as a result of:
 - Transnet Market Demand Strategy ('road-to-rail') due to significant congestion and cost of services in Durban
 - Road related fatalities on N3 (project to save 25 fatalities and millions of Rand p.a. on average at inception)

- Increase traffic control in Ladysmith by controlling goods flow to Durban Port and value-added offering
- Introducing the first South African Metal's Exchange and Bonded Warehouse service.
- Proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (1000 trucks a day).

- Competitive cost for freight services on rail.
- The LIFP projects will create over 200 new employment opportunities with more than 1000
- indirect jobs in the first year of existence.
- Local community to benefit from significant spin-offs i.e. accommodation, trucking services, beneficiation and manufacturing.



5.44 DUNLOOP INTEGRATED HOUSING DEVELOPMENT

To yield approximately 4 000 units

Comprising of a mix of:

- Low Cost Housing
- Community Rental units
- Social Housing

5.45 NPA DEVELOPMENT

Airports have become key nodes in global production and enterprise systems offering them speed, agility, and connectivity. They are also powerful engines of local economic development, attracting aviation-linked businesses of all types to their environs. These among others, include time-sensitive manufacturing and distribution facilities; hotel, entertainment, retail, convention, trade and exhibition complexes; and office buildings that house air-travel intensive executives and professionals.

In an attempt to tap into the above mentioned advantages, the Town Planning Section has designed a layout for the area adjacent to the Aerodrome, which will house land uses that will complement the Aerodrome. The vision for the area is to create a cohesive development to act as a catalyst to the developments around the Aerodrome. The area is strategically located along the N11, at the entrance of the town, within the proposed Aerodrome development and in close proximity to the Aerodrome. The site is approximately 92 hectares. The proposed development houses Offices, Retail, Light Commercial, High Impact Residential (Gated Community), Private Hospital, Light Industrial, Hotel and a Conference Centre .

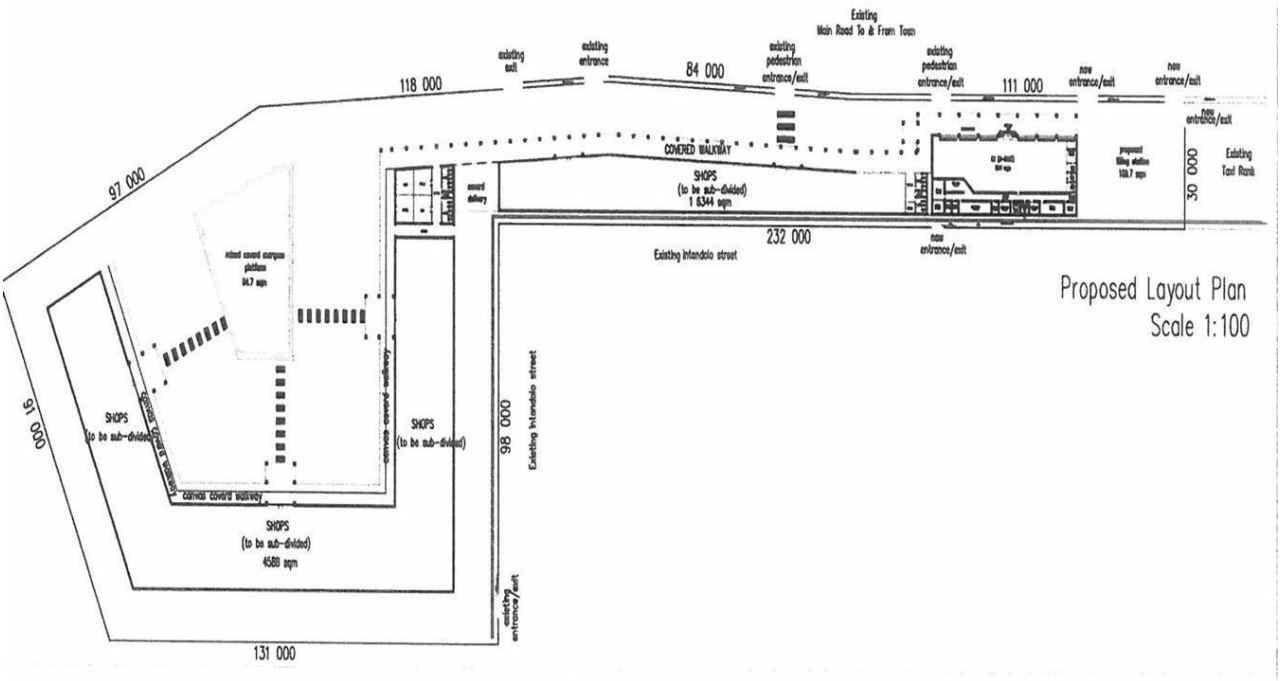


5.46 ERF 3 DEVELOPMENT

Neighbourhood Shopping Facility

Comprises of:-

- Neighbourhood supermarket,
- Franchise Restaurants,
- Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant),
- Medical Centre and
- Pharmacy and Clothing Store



5.46 OBSERVATION PARK PHASE 2 AND EASTGATE

Two separate catalytic projects known as OBSERVATION PARK PHASE 2, situated on Portions of the Farm Danse Kraal No. 1020 and EASTGATE, situated on Remainder of Portion 246 of the Farm Danse Kraal No. 1020, which are to be developed by Ntokozweni Developers.

Two thirds of South Africa's population now live in urban areas, and Ladysmith is likewise experiencing rapid urbanisation through population growth and an influx of people seeking economic and employment opportunities. The town of Emnambithi / Ladysmith faces challenges with overcoming historical apartheid spatial legacy, and it is also experiencing constant growth and development, such that there is little suitable land for residential and mixed-use development within the town boundaries. The two project nodes are ideally situated to accommodate the envisaged development proposals, and are the most logical areas for urban expansion. Furthermore, these two nodes are very suitable for development, on account of the highly suitable nature of the terrain, as well as having the huge advantage of the availability of existing bulk services, comprising water, sanitation, electricity and accessibility from major roads.

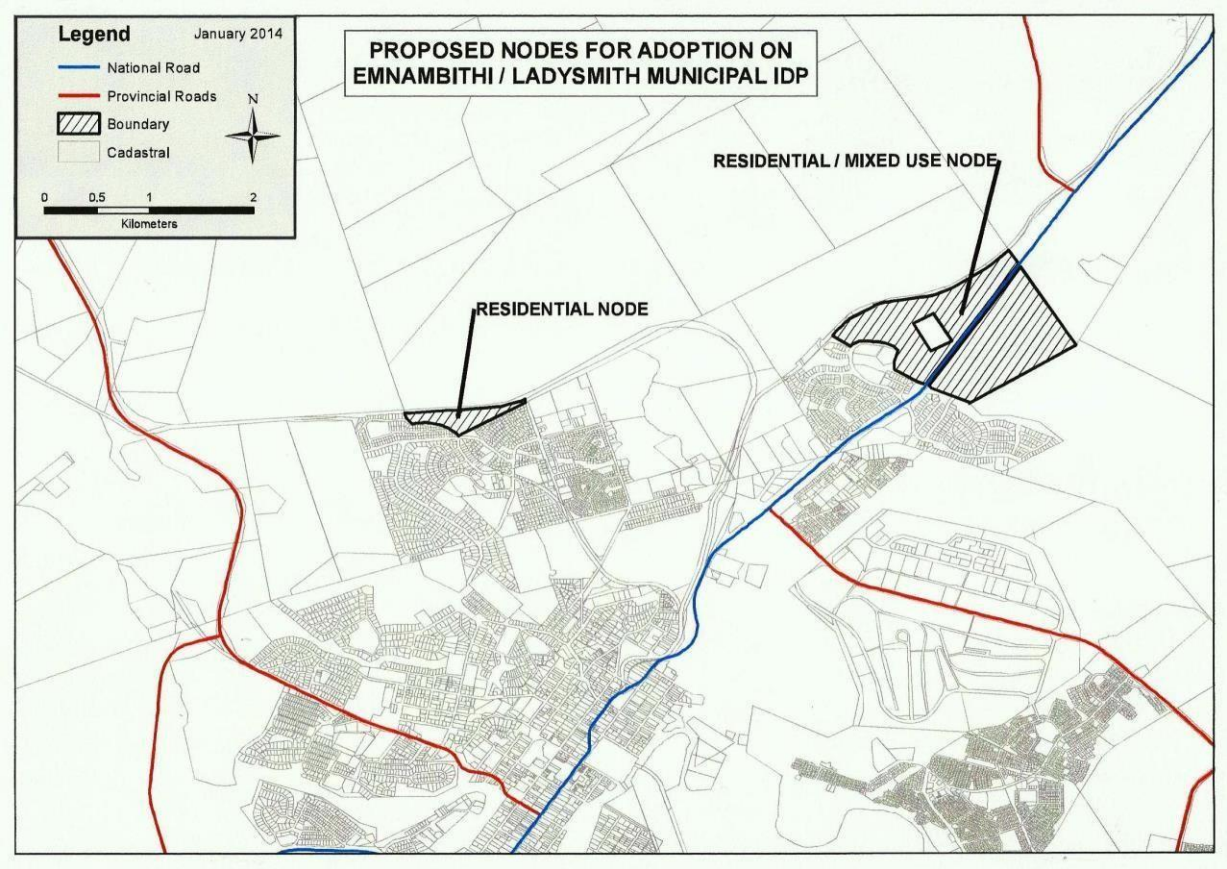
Observation Park Phase 2, is a logical expansion of the highly successful developments of the first phase of Observation Park and the Mkamba Gardens housing developments, within which more than 600 middle-

income housing opportunities have been provided, and for which Ntokozweni Developers were awarded the NHBRC Homebuilder of the year award on three occasions. Observation Park Phase 2 will provide approximately 200 middle-income housing opportunities at a relatively low to medium density, together with the provision of suitable open spaces.

Eastgate, is a proposed mixed-use integrated development node, which has the potential to yield over 2000 residential units, providing for inclusionary housing, as well as middle and upper income housing. In line with present housing and development policy and legislation, the envisaged housing types will range from fully subsidised to partially subsidised, (FLISP), through to fully bonded housing opportunities, as well as rental units. The development will provide appropriate ranges of residential densities, also in line with current planning norms and standards. In addition, the development will incorporate appropriate sites for schools, religious purposes, creches, active and passive open space areas, as well as a commercial / retail / office park component. The strategic and desirable situation of Eastgate, which straddles both sides of the N11 National Road corridor from Ladysmith to Newcastle, allows easy and convenient access to shopping and other economic and state department facilities in the CBD, as well as to schools, social facilities and employment opportunities within Ladysmith, where most of the subregion's economic development is concentrated.

Observation Park Phase 2 and Eastgate, are considered as catalytic projects to stimulate and encourage investment and development within Emnambithi / Ladysmith, by being pro-active in planning ahead for the future, to build a liveable, vibrant and resilient town. These developments will assist in catering for the huge and diverse housing demand, caused by natural population growth and urbanisation, together with the demand created from potential investor employees / workers, as well as State, Provincial Department and Municipal employees.

The desired Goals, Development Principles, Norms and Standards, of both the National Development Plan, (NDP), and the Spatial Planning and Land Use Management Act, (SPLUMA), being - spatial justice, spatial sustainability, spatial efficiency, spatial resilience and spatial quality, will be advanced through the planning and development of the Observation Park Phase 2 and Eastgate projects.



5.47 EXTENSION 18 DEVELOPMENT

Strategically located:

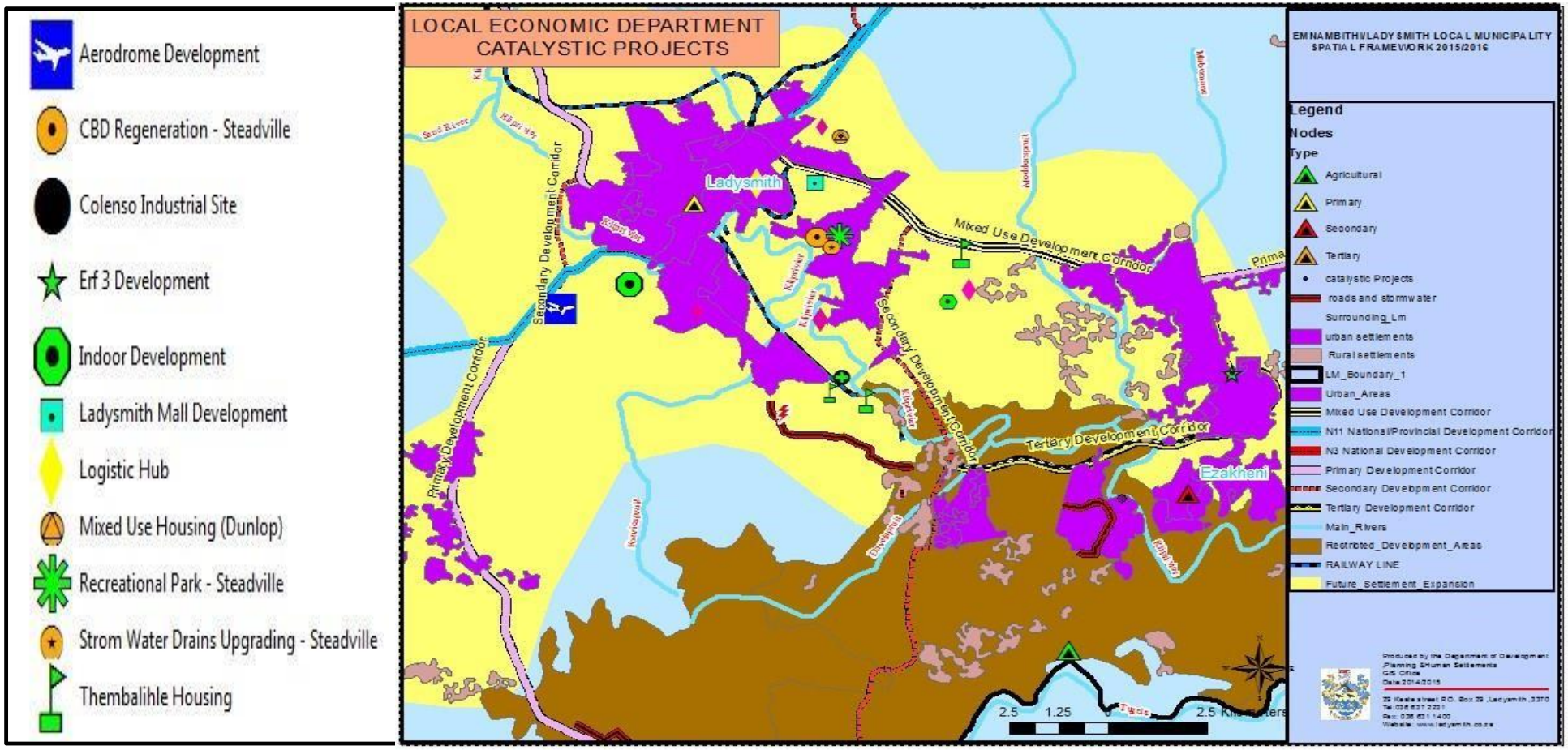
- Entrance to the town
- Along the N11
- 43.4 hectares in extent
- Layout approved
- Undeveloped
- Un-serviced



5.48 LADYSMITH BLACK MAMBAZO MUSIC ACADEMY

Used to promote cultural music. To teach indigenous culture First in SA Development includes:

- Serviced space incorporating toilets, kitchen, cafeteria,
- Auditorium,
- Academy,
- Amphitheatre,
- board


Aerodrome Development
CBD Regeneration - Steadville
Colenso Industrial Site
Erf 3 Development
Indoor Development
Ladysmith Mall Development
Logistic Hub
Mixed Use Housing (Dunlop)
Recreational Park - Steadville
Strom Water Drains Upgrading - Steadville
Thembalihle Housing
LOCAL ECONOMIC DEPARTMENT
CATALYSTIC PROJECTS
Ladysmith
Ezakheni
Mixed Use Development Corridor
Secondary Development Corridor
Primary Development Corridor
Tertiary Development Corridor
2.5
1.25
2.5
EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY
SPATIAL FRAMEWORK 2015/2016
Legend
Nodes
Type
Agricultural
Primary
Secondary
Tertiary
catalystic Projects
roads and stormwater
Surrounding_Lm
urban settlements
Rural settlements
LM_Boundary_1
Urban_Areas
Mixed Use Development Corridor
N11 National/Provincial Development Corridor
N3 National Development Corridor
Primary Development Corridor
Secondary Development Corridor
Tertiary Development Corridor
Main_Rivers
Restricted_Development_Areas
RAILWAY LINE
Future_Settlement_Expansion

5.49 Capital Investment Framework

The aim of the Capital Investment Plan is to review the projects contained in the IDP taking into account activities, which have already been undertaken by the municipality. The objectives of the Capital Investment Plan can be summarized as follows:

To link capital projects with potential sources of funding;

To strive to ensure appropriate budget - IDP linkages; and

To provide practical and appropriate alignment regarding capital investment.

The projects have also been spatially referenced, where possible, to assist the municipality with the evaluation of where capital expenditure will be focussed in the municipal area.

Thus, the intent is capital investment that lays the foundations for sustainable development

ALFRED DUMA LOCAL MUNICIPALITY: 2019/2020 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)																	
2019/2020 FINANCIAL YEAR																	
KPI/IDP No.	National Key Performance Area	Objectives	Strategy	Key Performance Indicator	Data/Indicator Definition	KPI Measure	Annual Target 2019/2020	Annual Budget	Targets for 2019/2020 SDBIP per quarter				Portfolio of Evidence	Responsible Department	Reason for Variance	Corrective Measures	Ward
									Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target					
2019/20/01	**Municipal Transformation and Institutional Development**	**To ensure that the Municipality has well skilled, competent,**	**Implementation of effective Human Resources and Development**	Conduction of training and capacity building programmes	Refers to the training programmes that will be conducted for	Number	Conduction of 8 trainings and Capacity building programm	R 135 000.00	2 Trainings and Capacity building programmes to be faci	2 Trainings and Capacity building programmes to be faci	2 Trainings and Capacity building programmes to be faci	2 Trainings and Capacity building programmes to be faci	Training Programmes and attendance registers	Corporate Service	N/A	N/A	N/A

		reliable and motivated employees and Councillors	**through Work Skills Plan (WSP) (and SALGA) trainings**	for officials and councillors by 30 June 2020	municipal officials and municipal councillors		es for officials and councillors by 30 June 2020		litated and conducted by 30 September 2019	litated and conducted by 31 December 2019	litated and conducted by 31 March 2020	litated and conducted by 30 June 2020					
2019/20/02				Percentage of budget spent on implementing training and capacity building programmes Workplace Skills Plan by 30 June 2020	This indicator refers to the percentage of municipal budget allocated for training of municipal staff and councillors	Percentage	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2020		25% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 September 2019	50% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 December 2019	75% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 March 2020	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2019	Training Programmes and attendance registers, Invoice of Service Providers and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A

2019/20/03			**Improvement of institutional and organisational capacity**	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan throughout the	This refers to number of people employed from the designated groups as per the adopted employment equity plan	Number	9 employees from employment equity target groups employed in the 3 highest levels of Management (Section 54, 56 and Task grade 18) in compliance with the approved emplo	Salaries Budget	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 September 2019	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 December 2019	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 March 2020	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 June 2020	Appointment Letters and monthly salary run	Corporate Service	N/A	N/A	N/A

				financial year 2019/2020			ymentequityplanthroughoutthe2019/2020financialyear										
2019/20/04				Number of graduates appointed for youth mass skilling programme by 30 June 2020	The indicator refers to the 40 graduates that will be appointed for youth mass skilling programme in the period of 12 months	Number	40 graduates appointed for youth mass skilling programme by 30 June 2020	R12000000.00	N/A	N/A	N/A	40 graduates appointed for youth mass skilling programme by 30 June 2020	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	All

2019/20/05				Number of Interns employed in the Finance Department throughout the financial year 2019/2020	The indicator refers 5 interns that will be employed in the Finance Department throughout the 2019/2020 financial year	Number	5 Interns employed in the Finance department throughout the financial year 2019/2020	R8000000.00	5 interns employed in the Finance department by 30 September 2019	5 interns employed in the Finance department by 31 December 2019	5 interns employed in the Finance department by 31 March 2020	5 interns employed in the Finance department by 30 June 2020	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A
2019/20/06		**To reduce road accidents and fatality through Law Enforcement**	**Conduction of road blocks (Enforcement of traffic legislation)**	Enforce traffic legislation by conducting 12 roads blocks by 30 Jun	It refers to the number of road blocks that will be conducted thro	Number	12 road blocks to be conducted by 30 June 2020	N/A	3 road blocks to be conducted by 30 September 2019	3 road blocks to be conducted by 31 December 2019	3 road blocks to be conducted by 31 March 2020	3 road blocks to be conducted by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

		education and engineering		e 2020	ughout the whole financial year to enforce traffic legistlation												
2019/20/07			**Promotion of compliance with Road Traffic Act**	Processing of all vehicles' applications received by 30 June 2020	This indicator is of compliance with Road Traffic Act and all vehicle's applications that are received must be processed by	Percentage	100% processing of all vehicles' applications received by 30 June 2020	N/A	100% processing of all vehicles' applications received by 30 September 2019	100% processing of all vehicles' applications received by 31 December 2019	100% processing of all vehicles' applications received by 31 March 2020	100% processing of all vehicles' applications received by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

					30 June 2020												
2019/20/08			**Conduction of tests and issuing of Learner's Licences and Driving Licences**	Issuing of learners' licences and Driving Licences to all successful applicants tested by 30 June 2020	The indicator refers to issuing of learners and drivers licences to all applicants that are successful when testing.	Percentage	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2020	N/A	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 September 2019	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 December 2019	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 March 2020	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A
2019/20/09			**Fire Safety Awareness Lectures conducted at Schools**	Road Safety Awareness Lectures to be conducted at	This indicator refer to the number of Road Safety	Number	20 Road Safety Awareness Lectures to be conducted	N/A	5 Road Safety Awareness Lectures to be conduc	5 Road Safety Awareness Lectures to be conduc	5 Road Safety Awareness Lectures to be conduc	5 Road Safety Awareness Lectures to be conduc	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

				Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020	Awareness Lectures conducted at Schools in the municipal jurisdiction		at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020		ted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 September 2019	ted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 December 2019	ted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 March 2020	ted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020					
2019/20/10			**To conduct Fire Prevention Inspections in order to ensure Safety**	To conduct Fire Prevention Inspections at businesses within the Municipal Jurisdiction in order	This indicator refers to the number of Fire Prevention Inspections conducted at busine	Number	40 Fire Prevention Inspections to be conducted at businesses within the Municipal Jurisdiction	N/A	10 Fire Prevention Inspections to be conducted at business premises within the Alfred Du	10 Road Fire Prevention Inspections to be conducted at business premises within the Alfr	10 Road Fire Prevention Inspections to be conducted at business premises within the Alfr	10 Road Fire Prevention Inspections to be conducted at business premises within the Alfr	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

				to ensure Safety by 30 June 2020	sses within the Municipal Jurisdiction in order to ensure Safety		in order to ensure Safety by 30 June 2020		ma Local Municipal Jurisdiction by 30 September 2019	ed Duma Local Municipal Jurisdiction by 31 December 2019	ed Duma Local Municipal Jurisdiction by 31 March 2020	ed Duma Local Municipal Jurisdiction by 30 June 2020					
2019/20/11		**To improve Municipal Performance through effective planning, monitoring and evaluation**	**Develop and align Organisational Performance Management Systems (OPMS) to IDP**	Compilation and approval by Council of a credible IDP by 30 June 2020	The indicator refers to the approval of the Integrated Development Plan for the next financial year	Date	Council approved, aligned IDP by 30 June 2020	N/A	Tabling and approval of IDP Process Plan by 30 September 2019	Develop Municipal Vision, Mission, KPIs and strategic objectives by 31 December 2019	Tabling of Draft 2019/2020 IDP by 31 March 2020	Council approved 2019/2020 IDP by 30 June 2020	Council Resolutions and a credible IDP	Municipal Manager's Office-IDP Section	N/A	N/A	N/A

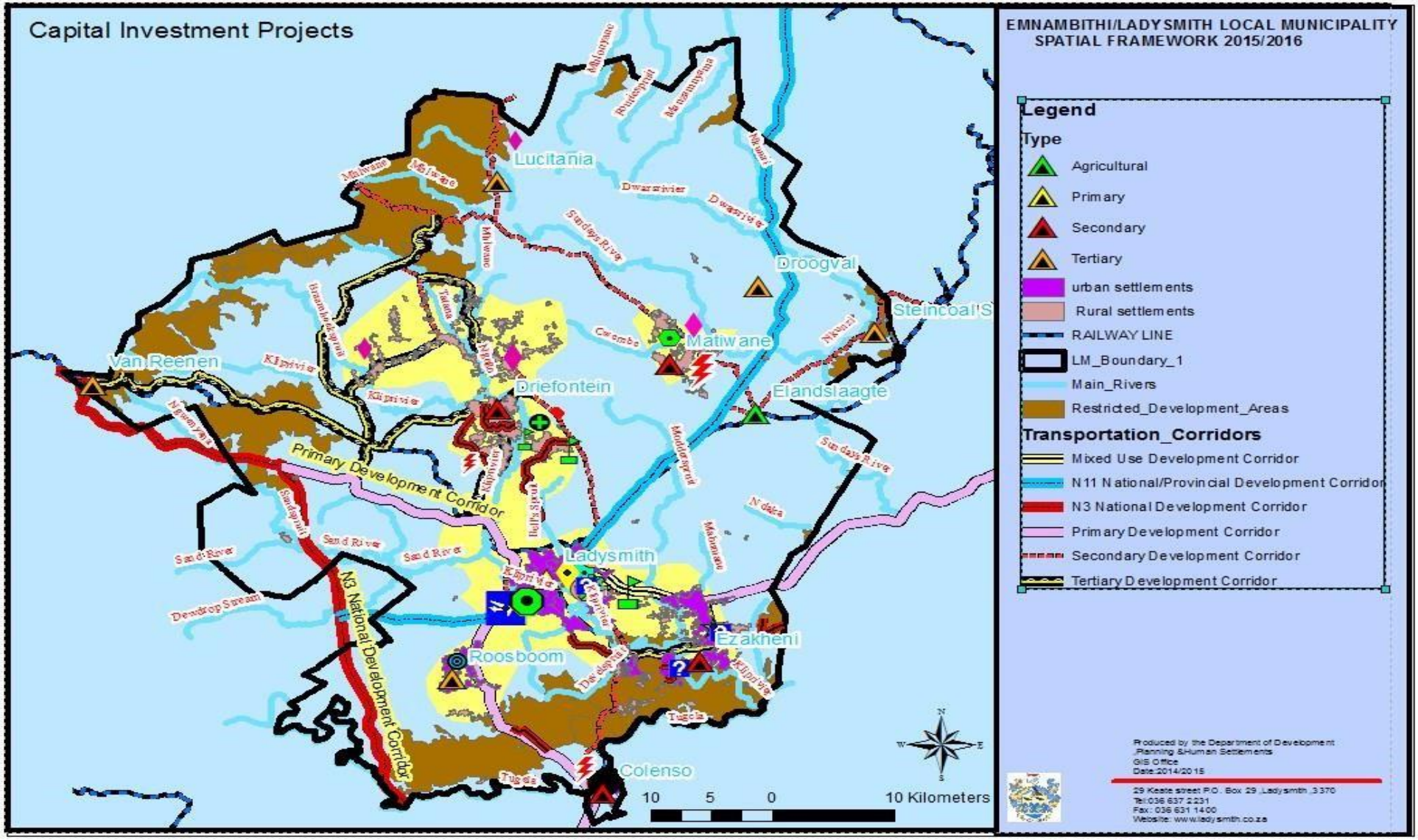

Capital Investment Projects
EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY
SPATIAL FRAMEWORK 2015/2016
Legend
Type
Agricultural
Primary
Secondary
Tertiary
urban settlements
Rural settlements
RAILWAY LINE
LM_Boundary_1
Main_Rivers
Restricted_Development_Areas
Transportation_Corridors
Mixed Use Development Corridor
N11 National/Provincial Development Corridor
N3 National Development Corridor
Primary Development Corridor
Secondary Development Corridor
Tertiary Development Corridor
Lucitania
Droogval
Steincoal'S
Matiwane
Van Reenen
Driefontein
Elandslaagte
Primary Development Corridor
Ladysmith
Ezakheni
Roosboom
Colenso
N3 National Development Corridor
Sand River
Dewdrop Stream
Klipriver
Sundays River
Ndaka
10 5 0 10 Kilometers
Produced by the Department of Development ,Planning &Human Settlements
GIS Office
Date:2014/2015
29 Keate street P.O. Box 29 ,Ladysmith ,3370
Tel:036 637 2231
Fax: 036 631 1400
Website: www.ladysmith.co.za

Figure 1 Spatial representation of Capital Investment Projects

The above figure represents the Capital Investment Projects that the Alfred Duma Local Municipality has budgeted on and will be seen to completion by the end of the financial year of 2015/2016.The Capital Investment Projects have been derived from the community needs in each cluster through public consultations by the respect councillors falling within the designated cluster.

The implementation of the projects represented on the table in figure 2 have been initiated to assure complete transparency of the projects progress throughout the year to the public through Organisational and individual performance Management systems (OPMS).

CAPITAL BUDGET 2015/16			
NO.	PROJECT DESCRIPTION	PROJECT BUDGET	SPATIAL ICON ON MAP
CLUSTER 1 (Roosboom,Colenso & Bluebank)			
	Mini Multipurpose Centre in Colenso (Ntokozweni)	750 000	
	Colenso Electricity Strengthening	7 000 000	
	2. COLENSO INDUSTRIAL SITE	7 400 000	
	TARRED ROADS - COLENSO	15 000 000	
	SWIMMING POOL - ROOSBOOM	4 000 000	
CLUSTER 2 (Ezakheni, St. Chads & Mcitsheni)			
	TARRED ROADS - WARD 5	10 000 000	
	RECREATIONAL PARK - WARD 5	5 000 000	
	EMERGENCY CENTRE EZAKHENI - WARD 5		
	EZAKHENI SPORTS COMPLEX - PHASE 3		
	TARRED ROADS WARD 3 & 4	30 000 000	
CLUSTER 3 (Jonono & Nkunzi)			
	COMMUNITY HALL - MATIWANE	5 000 000	
	JONONOSKOP STREETLIGHTS WARD 23 AND 24	5 000 000	
	SPORTSFIELD LUCITANIA	6 000 000	
CLUSTER 4 (Watersmeet, Peacetown & Burford)			
	STREETLIGHTS PEACETOWN - WARD 15	4 000 000	
	MATHONDWANE CRECHE/MINI-MULTIPURPOSE CENTRE	750 000	
	TAXI RANK - WATERSMEET	3 000 000	
	BURFORD CRECHE/MINI-MULTIPURPOSE CENTRE	750 000	
CLUSTER 5 (Driefontein & Kleinfontein)			
	UPGRADING OF SPORTSFIELD - NKUTHU	3 000 000	
	UPGRADING OF SPORTFIELD - WARD 17	3 000 000	

5.50 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT NO. 16 OF 2013) IN RELATION TO THE INTEGRATED DEVELOPMENT PLAN 2015/.16

The Department of Rural Development and Land Affairs was given a mandate to implement a new act within 5years which will replace the Development Facilitation Act 67 of 1995 (DFA) after its repeal in 2012 by the Constitutional court. The Department has since created a legislation namely the "Spatial Planning and Land Use Management Act 2013, Act No. 16 of 2013" abbreviated as SPLUMA.

The act sets to provide a framework:

“For spatial planning and land use management in the republic, to specify the relationship between the spatial planning and land use management system and other kinds of planning, to provide for inclusive, development, equitable and efficient spatial planning at the different spheres of government, to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system, to provide a framework for policies, principles, norms and standards for spatial development planning and land use management, to address past spatial development planning and land use management, to address past spatial and regulatory imbalances, to promote greater consistency and uniformity in the application procedures and decision making by authorities responsible for land use decisions and development applications, to provide for establishment, functions and operations of Municipal Planning Tribunals, to provide for the facilitation and enforcement of land use and development measures, and to provide for matters connected therewith.”

APPLICATION OF THE ACT

SPLUMA is a National Act which applies to the Republic of South Africa and is legislation enacted in terms of section 155(7) of the Constitution insofar as it regulates municipal planning and in terms of section 44(2) of the constitution insofar as it regulates provincial planning, in terms of Subsection 2(1) of SPLUMA.

Subsection 2(2) of SPLUMA states “Except as provided for in this Act, no legislation not repealed by this Act may prescribe an alternative or parallel mechanism, measure, institution or system on spatial planning, land use management and land development in a manner inconsistent with the provisions of the Act."

MUNICIPAL REQUIREMENTS FOR EFFECTIVE IMPLEMENTATION OF SPLUMA

SPLUMA requires municipalities to adopt spatial development frameworks and land use schemes and empowers them to approve applications for the rezoning of land, subdivision of land, township establishment and removal, amendment and suspension of restrictive condition of title. Municipalities in KwaZulu-Natal have performed these functions since 2010. However, municipalities will now be required to establish Municipal Planning Tribunals to decide applications, devolve the power to approve routine applications to officials, decide appeals against decisions by the Municipal Planning Tribunal etc. The following requirements are needed for SPLUMA to be implemented effectively:

Appointment of a Municipal Planning Tribunal

Decide whether to establish its own Municipal Planning Tribunal, a joint Municipal Planning Tribunal with other municipalities, or a district Municipal Planning Tribunal with other municipalities in the same district.

If a municipality has decided to establish a joint Municipal Planning Tribunal or a district Municipal Planning Tribunal, enter into agreement with other participating municipalities.

The municipality needs to decide on the Municipal Planning Tribunal criteria, Consider the composition of the Municipal Planning, Establish an Evaluation panel and criteria to consider MPT nominations, Categorise applications into applications that must be decided by the Municipal Planning Tribunal and applications that may be decided by an official, Determine the fees payable to MPT members who are not officials.

Institutional capacity

Municipalities are required to determine whether they want to only use Municipal Planning Tribunals and their Councils as decision-making bodies, or also include an Authorised Officer. If municipalities also want to use an Authorised Officer, an appropriately qualified person will be required to be appointed or designated for this purpose.

Municipalities are required to assess and process land development applications. For this purpose municipalities will need to decide whether to appoint or designate appropriately qualified persons for this purpose.

Development Administrator

The Act requires that the structure of the MPT includes a Development Administrator who will process all applications that will be decided by the Authorised Official and the MPT.

APPEAL AUTHORITY

Municipalities must decide on their appeal authority as provided in Section 51 of SPLUMA. Either the Executive Authority or another institution, as provided for in Regulation, may be appointed subject to the provisions of the legislation.

PLANNING BY-LAWS

The municipality is also required to adopt planning by-laws. In order to do so, the municipality will have to advertise its intention to adopt a set of planning by-laws. The by-laws once adopted by Council will need to be advertised in the Provincial Gazette and the municipality will be liable for the advertising costs.

FEES AND TARIFFS

Municipalities are required to determine fees and tariffs in respect of SPLUMA. The Department of Rural Development and Land Reform has prepared a guideline document for municipalities to guide this process. Municipalities are required to Gazette their SPLUMA fees and tariffs.

EVALUATION PANEL

The municipality is also required to establish an evaluation committee/panel and criteria to evaluate the nominations received by the municipality for the MPT members.

DELEGATIONS REGISTER

The establishment of the Municipal Planning Tribunal (MPT) has a direct effect to the municipal delegations register, therefore the delegations register requires to be reviewed in order to be in line with the requirements of SPLUMA.

CATEGORISATION OF APPLICATIONS

The municipality, in terms of SPLUMA Chapter 6, is required to categorise which land development applications will be decided by the Authorised Official (AO), Municipal Planning Tribunal (MPT) and Council, therefore the applications need to be sorted according to intense impact they will impose on development.

PROFORMAS

There is a need to amend the current proformas to include reference to the relevant sections of SPLUMA.

ALFRED DUMA LOCAL MUNICIPALITY READINESS FOR SPLUMA IMPLEMENTATION THUS FAR BEFORE 1ST JULY 2015.

The following information details what the Alfred Duma Local Municipality has done so far in preparation for the implementation for SPLUMA.

MUNICIPAL PLANNING TRIBUNAL (MPT)

The Alfred Duma Local Municipality has decided to establish a single MPT model and the structure of the MPT model is outlined as follows:

STRUCTURE OF THE MPT

The Alfred Duma Local Municipality adopted Single MPT Model consist of the following individuals whom are qualified or registered in terms of SPLUMA. The minimum number of an MPT to have a quorum is 3, but it is advisable to have a pool of professionals for circumstances such as the nature of an application and the availability of the members:

- Chief Town Planner
- 3 Town Planners
- Assistant Technical Planner
- Manager: Building Control
- Building Inspector
- Assistant Manager: LED
- LED Officer

- Senior Legal Adviser 2 Legal Adviser's

External members from other municipalities and relevant stakeholder's to assist as when required to:

- Department Agriculture and Environmental Affairs
- Department of Co-operative governance and traditional Affairs (COGTA) Department of Rural Development and Traditional Affairs.

AUTHORISED OFFICIAL

The Alfred Duma Local Municipality has decided to appoint the Chief Town Planner as the Authorised official to decide on applications.

DEVELOPMENT ADMINISTRATOR

Alfred Duma Local Municipality has elected the Town Planner to be the development administrator who will process all land development applications.

PLANNING BY-LAWS

The municipality has advertised the draft Kwa-Zulu Natal draft Spatial Planning and Land Use by-laws in times of Ladysmith, commenting period is from 10 June 2015 to 13 July 2015. The municipality needs to adopt these by-laws in order for SPLUMA to be effective within the prescribed timeframes. Once the by-laws have been adopted by Council they are to be gazetted in the local newspaper and the provincial Gazette.

DELEGATIONS REGISTER

The establishment of the Municipal Planning Tribunal (MPT) has a direct effect to the municipal delegations register, therefore the delegations register requires to be reviewed in order to be in line with the requirements of SPLUMA. The delegations register is to be adopted by Council and published in the local and provincial gazette. The delegation register however has not been adopted by Council as yet but it should be adopted by Council before the implementation date for SPLUMA.

EVALUATION PANEL

The Alfred Duma Local Municipality in terms of Regulation 2(1) and Section 35(1) of Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013), has elected the following individuals as the evaluation panel for the MPT.

MUNICIPAL MANAGER

Executive Manager: Development Planning and Human Settlements

Executive Manager: Corporate Services

MANAGER MAYORAL OFFICE

APPEAL AUTHORITY

As provided for in Section 51 of SPLUMA the Alfred Duma Local Municipality has appointed its EXCO committee as its Apeal Authority for SPLUMA applications.

FEES AND TARIFFS

The municipality will not be amending its fee structure as there is an existing one. Applications that are not on the list of tariffs will be added in due process.

CATEGORISATION OF APPLICATIONS

The Alfred Duma Local Municipality, in terms of SPLUMA Chapter 6, has categorised its land development applications in the following manner:

Planning application type	MPT	AO	COUNCIL
The establishment of a township or the extension of the boundaries of a township	X		
The amendment of an existing scheme or land use scheme by the rezoning of land		X	
The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation		X	

registered against the title of the land			
The amendment or cancellation in whole or in part of a general plan of a township	X		
The subdivision and consolidation of any land other than a subdivision and consolidation which is expressly provided for in a land use scheme.	X		
Permanent closure of any public place	X		

Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme		X	
Any consent or approval provided for in a provincial law		X	
Establishment of new zones for the scheme			X
Establishment of development controls and changes thereto			X

Repeal of the town planning scheme			X
The subdivision of any land where such subdivision is expressly provided for in a land use scheme		X	
The consolidation of any land where such consolidation is expressly provided for in a land use scheme.		X	
The simultaneous subdivision and consolidation of land which is expressly provided for		X	

in a land use scheme.			
The consent of the municipality for any land use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application		X	
The removal, amendment or suspension of a restrictive title condition relating to the density of residential development on a specific erf where the residential		X	

density is regulated by a land use scheme in operation			

The Department of Rural Development and Land Reform (RDLR) KZN, has informed in terms of its circular No. 2 of 2015 that as an interim measure adopted the KZNPDA Schedule 1 process as its applications process. Municipalities must ensure that its decision-making structures conform to SPLUMA requirements i.e.: appointment of a Municipal Planning Officer (MPO), establishment of a Municipal Planning Tribunal and the selection of an Appeal Authority.

The Alfred Duma Local Municipality with regards to the recommendations of RDLR has complied with their recommendations therefore by the 1st July 2015 there shouldn't be any challenges with the implementation of SPLUMA. As a way forward the Municipality will adopt and gazette the draft KZN generic land development by-laws, amended delegations register, appointed MPT members and its categorisation of applications.

As a measure that when SPLUMA is operational there are no challenges and no contradiction with the ACT, the municipality is to have monthly workshops with the

Departments of Co -operative Governance and Traditional Affairs (COGTA) and Rural Deve lopment (RDLR).

Min norm=3669

Max norm=4965

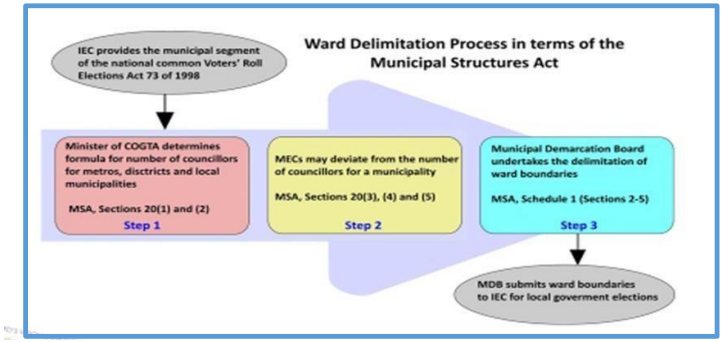
- A maximum variation of 15% from the no rm is allowed which results in the maximum and the minimum norms as boundaries for the number of registered voters in a legal ward.
- When constructing a ward the number of voters per ward needs to be kept as close as possible to the norm.

5.6 THE AMALGAMATION OF EMANMBITHI/LADYSMITH MUNICIPALITY AND INDAKA MUNICIPALITY

The amalgamation of Municipalities is off the first in South Africa post 1994 therefore much care and attention should be taken into a ccount when merging two Municipalities. As a result of the resolution and adoption of the Municipalities to be merged by the MEC of Cogta in terms of Municipal Structures Act, the Alfred Duma Local Municipality is to merge with the Indaka Municipality. The MEC of COGTA has charged the Municipal Demarcation Board (MDB) with demarcation of the new Municipal Boundaries as well as the Local Municipal Wards. The Ladysmith Municipality has been part and parcel from the beginning of the process of demarcating ward s by the MDB with the initial stakeholder consultation by the MDB outlining the process when restructuring the wards according to the new MDB criteria and legislation. The demarcation of the wards has given municipalities an actual chance to shape their ow n spatial space with the knowledge of the social environmental and economic dynamics at a community level being part of the decision making.

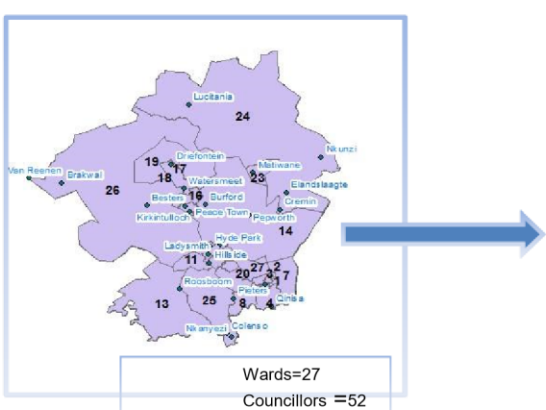
The norms determined by the Minister of COGTA for the Emnambithi and Indaka Municipality are as follows :

Norm= 4317

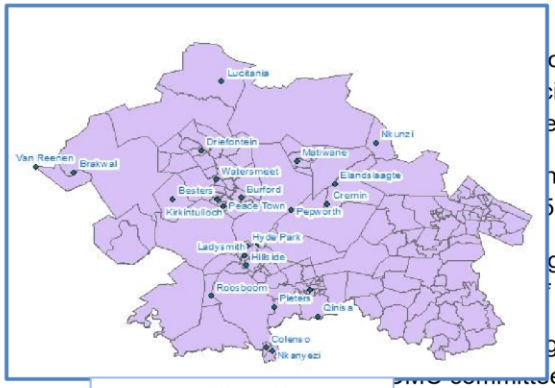


The above criteria have been used by the Emnambithi and Indaka Municipalities in shaping the proposed wards subjected to the MDB approval. The alternative proposal draft ward maps for the KZN238and Indaka Municipalities have been drafted and submitted to the Municipal demarcation board on the 23 of March as stipulated in the circulars as the dead line which is step 3 in ward delimitation Process. The MDB will deliberate and give verdict on the approvals or rejections through the Provincial Gazette which will be issued according to the MDB Schedule. After the first publication there will be two weeks of reviewing the approved proposal wards demarcations by the Municipalities .this will give all municipalities a chance to appeal in the two weeks that follow the Provincial Gazette. The MDB will then make final amendments and hand over the new ward demarcation to the IEC in preparation for the 2016 Local Government Elections.

After the whole process of demarcation of wards the New KZN 238 Municipality will have 32 Wards and 72 councillors to govern the new regime which will require restructuring of the operation procedures within the both Municipalities. As instructed by Cogta the Ladysmith and Indaka Municipalities have been complying with the



Wards=27
Councillors =52



Wards=32
Councillors=72

transfer of staff from the
cipalities to the new or
cipalities, as well as the filling of
e transitional period.

n and disposal of assets with a
500 000.00

g and approval of long term loans
reserves.

g attended to by both Municipalities
e established by the uThukela
cipality which sits every fourth night. Through
ttees critical aspects such as infrastructure

stipulations of Section 14(5) notice in regards to the restructuring process which requires political and technical change management committees to tackle the following critical issues:

services are acknowledge in identifying what is the backlog of the Indaka Municipality and how it will be addressed along with expansion of other services such as professionals to operate on both ends of the new KZN 238 New Municipality. These measures have been efficient in guiding the transition to be smooth during the restricting process assuring that there is no negative impact on the financial sustainability of the New Municipality.

STRATEGIC INFRASTRUCTURE PROJECTS (SIP)

The Presidential Infrastructure Co-ordinating Commission (PICC) launched a National Infrastructure Development Plan (NIDP). This NIDP consists of 18 Strategic Integrated Projects or better known as the SIP's. Each SIP comprise of a large number of specific infrastructure components and programmes. The SIPs cover a range of economic and social infrastructure. All nine provinces are covered, with emphasis on poorer provinces.

The ALFRED DUMA LOCAL MUNICIPALITY is affected by SIP2 which is Durban -Free State - **GAUTENG LOGISTICS AND INDUSTRIAL CORRIDOR.**

SIP2 PROJECT OBJECTIVES

Strengthen the logistics and transport corridor between SA's main industrial hubs;

- Improve access to Durban's export and import facilities;
- Raise efficiency along the corridor
- Integrate the currently disconnected industrial and logistics activities
- Integrate marginalised rural production centres surrounding the corridor that are currently isolated from the main logistics system

KEY DEVELOPMENTAL COMPONENTS OF SIP 2

- The Port of Durban
- Strategic secondary developments along the Corridor
- The Durban – Gauteng Road Corridor
- The Durban – Gauteng Rail Corridor
- Strategically located hubs and terminals
- The Port of Durban
- Strategic secondary developments along the Corridor

The municipality is strategically located mid-way between Gauteng and Durban, so the municipality will benefit from the strategic developments aimed at being located along the corridor and as well as rail infrastructure

upgrade and proposed multi-product pipe line between Durban and Gauteng to expand pipe line capacity and replace the existing pipe line that has reached the end of its economic life.

5.5 GEOGRAPHICAL NAMING AND RENAMING OF STREETS AND PUBLIC FEATURES WITHIN THE JURISDICTION OF THE ALFRED DUMA LOCAL MUNICIPALITY

MUNICIPALITY

The Merge of the Two Municipalities has come at a critical point within the Municipality as it has embarked on the renaming process of geographical features as well as street names and the new name of the New Merged Municipality. The initial processes have begun between the two municipalities through the uThukela district CMC

Committee in determining the new name of the

Municipality before the 2016 Local government Elections.

There are also internal committees established such as the

Emnambithi Municipality Geographical Naming and Renaming of Streets and Public Features Committee which meets on a regular on discussing the best approach in having a successful, transparent proses to the public in renaming of Geographical feature ,streets and the New Name of the Municipality . .

The current status of affairs with the renaming process is at the infant state where councillors have agreed to submit the proposed names that are to be changed within the CBD and that of each ward. The procedure to be followed has been to engage communities through the IDP community meetings which included the SDF, MDB and Geographical Naming and Renaming of Streets and Public Features. The IDP community meetings have been concluded and proposals of the proposed changes have been submitted and are to be verified in terms of the completeness of the application forms. The result of the meetings established a priority list which including the New Municipality's name as well as naming of the town and other facilities. According to the guidelines provided by the Arts and Culture Department and COGTA the amalgamation process should be done in unism to reach a consensus between the TWO Municipalities of Indaka and Alfred Duma Local Municipality. To achieve the above a council resolution is expected from both Municipalities proposing the new name of the Municipality which will be discussed in a co-sitting meeting between Indaka

and Emnambithi /Ladysmith Municipality where the council will vote on the name to be adhered to applying the principles of democracy. If the above fails and there is a deadlock the matter will be taken for public voting by the community. Once these processes have been completed successfully there will a common factor that these two Municipalities will be working as one as the foundation has been established in cohesion.

ALIGNMENT WITH THE NEIGHBOURING MUNICIPALITIES

The ALFRED DUMA LOCAL MUNICIPALITY is not an island, but part of a larger system of local governance and regional economy. It is influenced and also influences development in the neighbouring areas. Therefore, it is critically important to maintain alignment with spatial planning for the neighbouring Both SDFs identifies Ladysmith town as the primary node or commercial and administrative hub of the region. Initiatives to develop this further should be supported by both institutions with UTDM focusing mainly on infrastructure upgrading while the ALFRED DUMA LOCAL MUNICIPALITY will focus mainly on forward planning and improving the aesthetic character of the town.

municipalities in a manner that facilitates cross-boundary planning and development. Crossborder planning issues have become more prevalent and significant. The main focus is on strategic or shared development issues that would benefit from a joint approach,

The significance of the N3 and the N11 as national/provincial corridors that runs through the district and the ALFRED DUMA LOCAL MUNICIPALITY. The N11 corridor provides huge opportunities for mixed land use development.

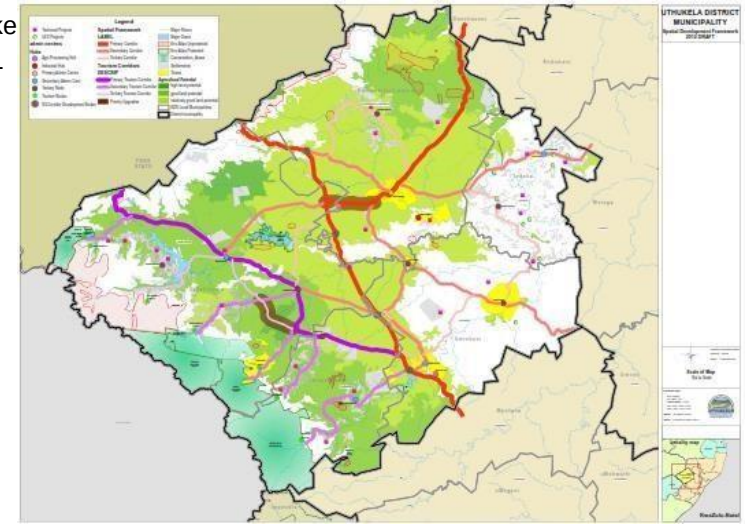
Large and dense rural settlements and periurban settlements should be identified in the district SDF as priority areas for infrastructure development and upgrading.

Agricultural land of varying potential which is under

and engaging with the relevant neighbouring authorities to explore joint working potential

UTHUKELA DISTRICT MUNICIPALITY

Significant cross-boundary issues between the UThukela District Municipality and the ALFRED DUMA LOCAL



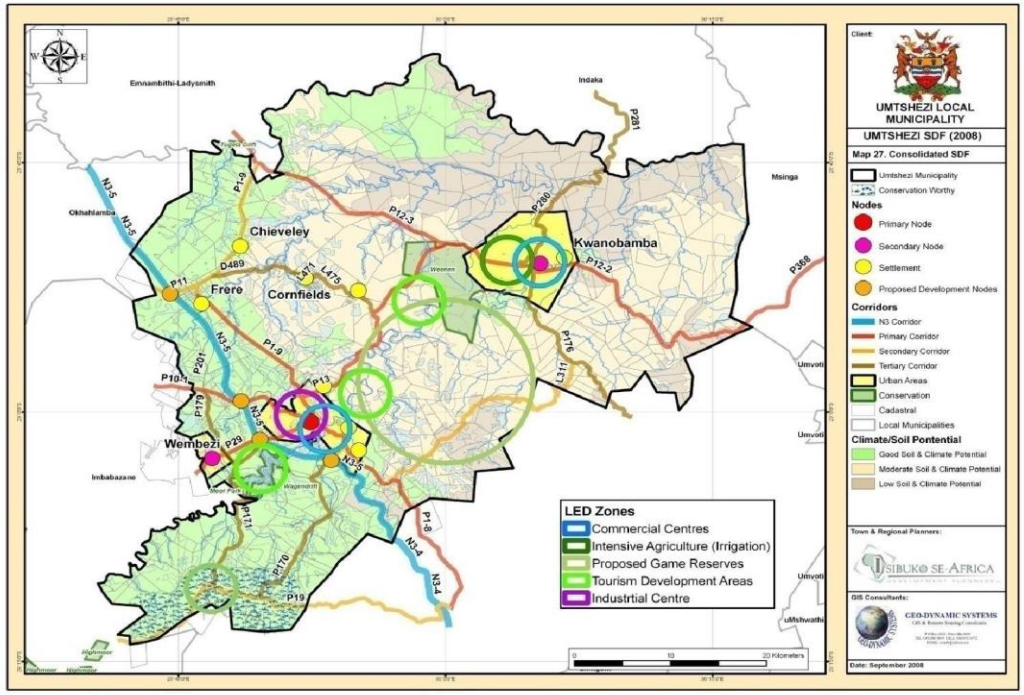
threat from settlement, unsustainable land reform practices, land degradation, etc. Given the scarcity of agricultural land and relative decline of the agricultural sector in the district economy, there is a need for a comprehensive strategy for an effective management of agricultural land.

The Environmental Management Framework that is being developed for the district will provide an overarching framework for effective environmental management, catchment management, green corridors and balance between land development and environmental management.

UMTSHEZI MUNICIPALITY

Umtshezi Municipality is located to the south of the KZN238. Estcourt is the mair economic hub in Umtshezi. Strategic cross-boundary planning issues between Umtshezi and the KZN238 include the following:

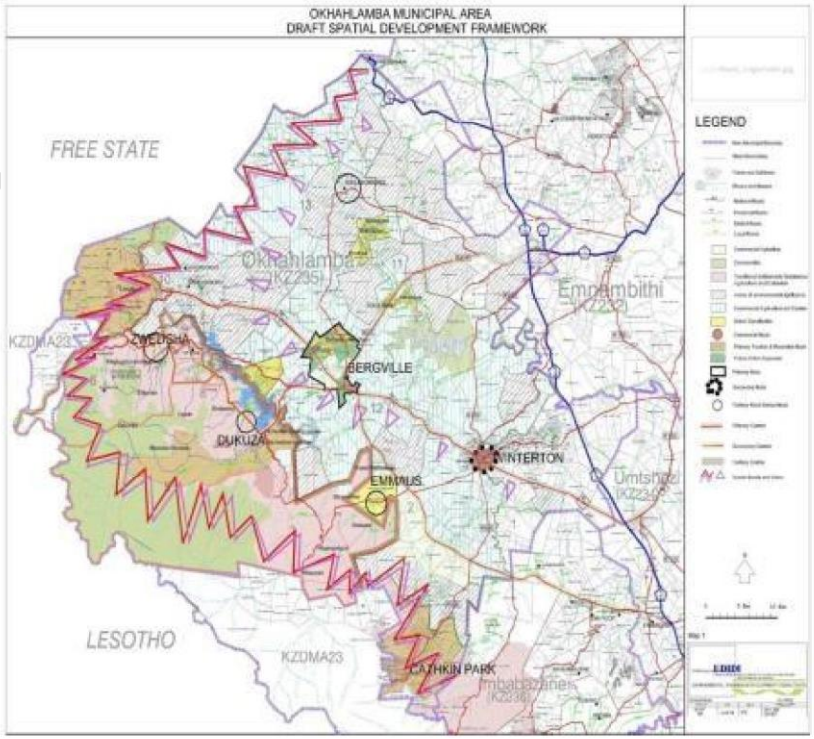
Colenso town/settlement is located at the boundary of the two areas. The town is expanding mainly on the Umtshezi Municipality side.
Management of agricultural land given the prevalence of game farming along the boundary between the two municipalities.
Management of Riv er Systems with UThukela River being the boundary between the two municipalities.
Functional linkages between Ladysmith and Estcourt, Colenso and Weenen.



OKHAHLAMBA LOCAL MUNICIPALITY

Okhahlamba Local Municipality (OLM) is located to the west of the KZN238 . It includes the UKhahlamba - Drakensburg Park (UDP) which is a world heritage site and a prime tourist destination. Strategic cross - boundary spatial planning issues between the KZN238 and OLM are as follows:

- Functional linkages between the UDP and battlefields Route in terms of tourism products and activities.
- Catchment management with some of the rivers that runs through the EML rising from the mountains in the OLM.
- R616/N11 Corridor which links the towns of Bergville and Ladysmith, and the tourist destinations such as the UDP and the Battlefields Route.
- N3 Corridor which almost serves as the boundary between the two municipalities. Opportunities are abound for mixed land use development at key intersections.



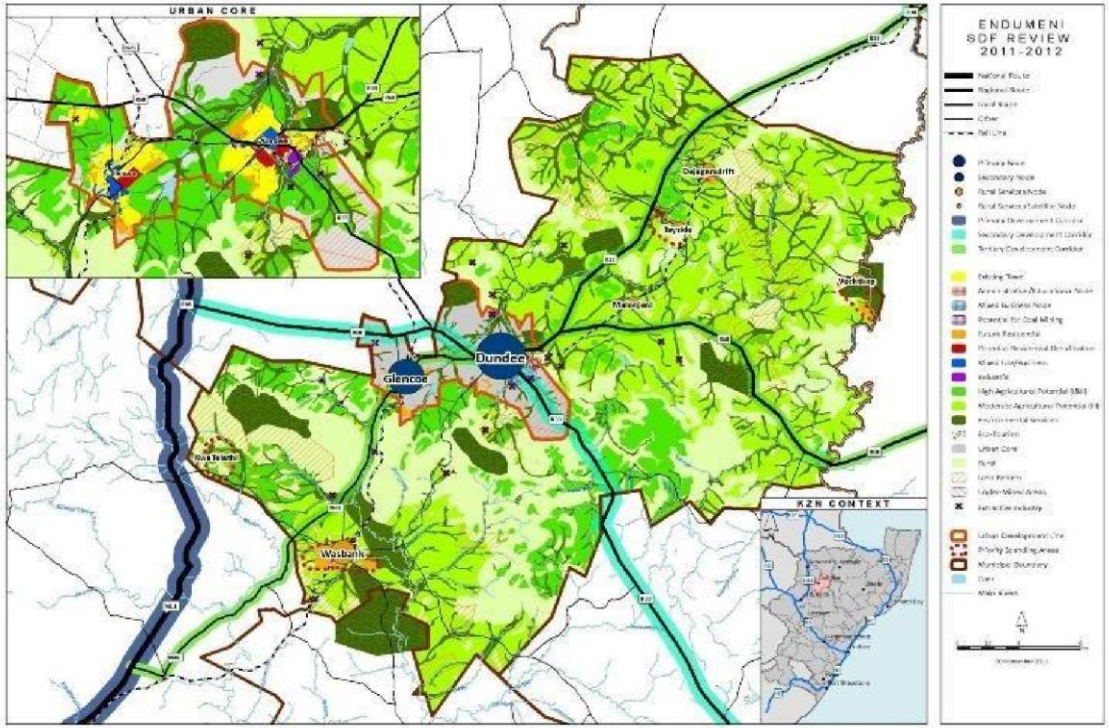
Strategic cross-boundary spatial planning issues between the two municipalities relates mainly to the management of agricultural land taking into account the impact of the land reform programme, containing outward expansion of the dislocated settlements, and functional linkages between Ladysmith and

ENDUMENI LOCAL MUNICIPALITY

Endumeni Local Municipality is located to the north-east of the KZN23 It forms part of UMzinyathi District Municipality.

Strategic spatial planning issues between the two municipalities include the following:

- Agricultural corridor running from Elandslagte through Nkunzi to Dundee.
- Management of high potential agricultural land from the n ortheast of the KZN23 to Endumeni.
- Expansion of settlements in the Nkunzi area to the western parts of Endumeni.
- Battlefields tourism route products and activities.

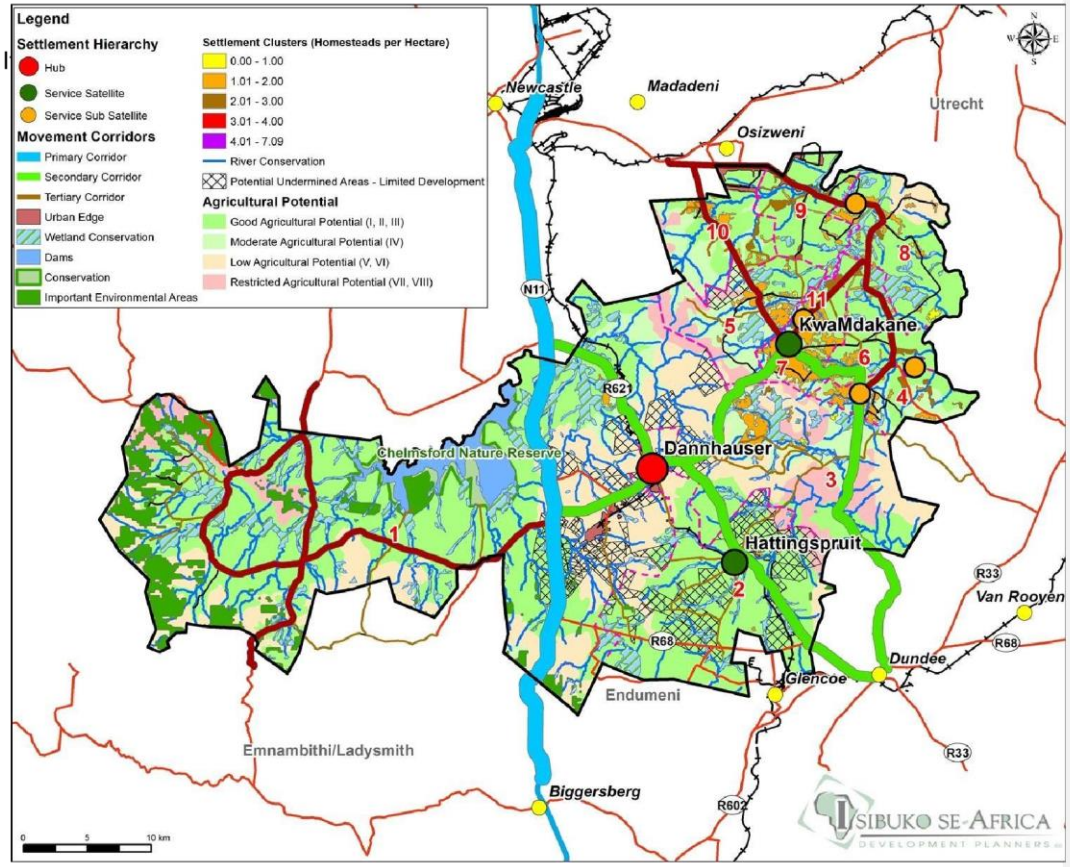


DANNHAUSER LOCAL MUNICIPALITY

Dannhauser Local Municipality is located to the north of the KZN238. I forms part of Amajuba District Municipality.

Strategic spatial planning cross - boundary issues between the two municipalities include the following:

- Development along the N11 corridor which runs through both municipalities in north - south direc tion.
- Management of high potential agricultural and
- Management of the escarpment as bio -diversity corridor and a source of a number of major provincial rivers.
- Functional linkages between Dannhauser and Ladysmith .



CHAPTER 6: FINANCIAL PLAN

FINANCIAL PLAN

KZN 238 MEDIUM TERM BUDGET: 2019/2020

FEEDBACK REPORT ON THE REVIEW OF FINANCIAL VIABILITY AND MANAGEMENT ON THE ALFRED DUMA LOCAL MUNICPALITY'S IDP

FINANCIAL VIABILITY AND MANAGEMENT

The Alfred Duma Local Municipality strives to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's own revenue sources for the 2019/2020 financial year. The main income drivers of the municipality include property rates revenue and electricity revenue.

Models Used for Prioritization of Resources

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

Consultation

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through cluster public meetings in various wards.

Copies of the draft budget were provided to other levels of government for their comment.

The municipality has fully fledged and functioning Budget and Treasury Department that is headed by the Chief Financial Officer and supported by one Deputy Chief Financial Officer, and six managers in the Budget and Internal Control Section, Supply Chain Management Section, Financial Reporting and Expenditure Management Section, Assets and Inventory section, Revenue and Credit Control Section and Valuations Section.

The table below reflects percentage spent on Capital Budget for the comparative financial year of Alfred Duma Local Municipality:

The table below reflects percentage spent on Capital Budget for the comparative financial years for the Alfred Duma Local Municipality:

2017/2018		2018/2019	
Budget	**Actual**	**Budget**	**Actual**
R 87 953 937	**R 79 996 198**	**R 110 154 598**	**R 59 672 180**
Spent in Total = 90.95%		**Spent as at 31 May 2019 = 54.17%**	

CAPABILITY TO EXECUTE CAPITAL PROJECTS

Expenditure on capital projects currently stands at 54.17% for the 2018/2019 financial year. Some of the challenges faced with the spending of the capital budget in 2018/2019 included:

- *Underspending on own capital funding was as a result of prioritising grant funded projects to prevent underspending on grants for the financial year.*

The infrastructure unit is beginning to lose staff due to more attractive remuneration offered in the cities and at other municipalities. However, most of the capital projects are outsourced to consultants and contractors, monitored by the infrastructure unit. The infrastructure unit and finance unit work closely together to address any delays on capital projects arising from outstanding procurements or outstanding payments to contractors.

The performance of all capital projects is an ongoing process and will be monitored and reported to the Infrastructure Co-ordinating Committee on a regular basis to intervene and take necessary action where required to ensure that all capital projects are implemented and managed efficiently and effectively.

No funding has to date being withheld from National Treasury with regard to Capital Grants.

**Indicate a summary of spending on capital projects for the last three years and analyse ratio of actual vs budget. Accepted norm is between 95 – 100% to fast track service delivery. Provide a schedule indicating the three spending of capital projects. On your analysis indicate that your*

infrastructure unit is fully capacitated and how is a working relationship between finance unit and infrastructure unit in respect to contract management and procurement to avoid delays on capital projects. Indicate any amount that has been withheld by national treasury and reasons, as this will also substantiate the capability to undertake capital projects.

FREE BASIC SERVICES

The Municipality has an Indigent Policy that is approved by Council that is being implemented.

The Policy includes the verification and investigation of Indigent applications as per the Qualification Criteria set out in the policy.

The Municipality had implemented an Indigent Drive in all Wards under the Alfred Duma Local Municipality where officials visited Wards to collect indigent applications.

The Municipality received 4 500 applications and due to system challenges and time constraints the municipality has managed to approve 965 applications.

REVENUE ENHANCEMENT STRATEGY

A Revenue Enhancement Strategy was developed and implemented during the 2016/2017 financial year.

The strategy is divided into two phases:

1) Targeted Approach;
2) Short Term Gains.

The Targeted Approach is directed at the priority areas, which are the Ezakheni Area, Farms and Government Debt. These three groups make up more than 50% of the total debt.'

GOVERNMENT DEBT - TOTAL ARREARS

Description	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	TOTAL (R)
Public Works	0.00	2 114 027.51	126 733.23	124 180.95	120 621.90	487 727.94	47 410.76	6 814 526.38	9 835 228.67
Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4 453 846.39	4 453 846.39
Dept of Public Works	0.00	2 357 933.17	453 166.13	377 356.98	361 609.60	-416 911.54	155 855.97	28 593 123.12	31 882 133.43
Agriculture	0.00	23 693.74	23 693.74	23 058.75	23 693.74	22 382.95	22 382.95	1 101 376.76	1 605 569.03
TOTAL									47 776 777.52

* As at 31 March 2017

FARMS - TOTAL ARREARS

Description	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	TOTAL (R)
Rural South	-0.12	1 465 200.94	135 484.24	131 657.71	123 754.98	339 566.52	75 403.65	9 919 359.54	12 190 427.46
Rural North	0.00	697 805.65	129 721.65	115 562.20	117 031.38	213 544.72	47 942.15	5 993 967.04	7 315 574.79
Rural East	0.00	540 646.16	101 781.44	92 291.18	92 336.54	140 690.07	-114 652.47	5 847 193.01	6 700 285.93
Rural West	-50.00	789 471.87	112 775.52	114 658.22	105 938.89	205 431.05	65 831.00	8 967 286.87	10 361 343.43
TOTAL									36 567 631.61

* As at 31 March 2017.

EZAKHENI - TOTAL ARREARS

Description	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	TOTAL (R)
Ezakheni A	-115.02	622 942.50	575 549.68	557 831.41	549 863.70	530 347.51	307 225.84	11 546 610.35	14 690 255.97
Ezakheni B	-150.77	584 489.42	510 775.57	504 009.32	480 382.07	490 550.00	381 503.00	10 412 377.38	13 363 935.99
Ezakheni C	0.00	863 423.10	846 265.21	839 318.40	831 016.68	814 963.20	728 238.79	14 359 764.73	19 282 990.21
Ezakheni D	-1 751.91	568 628.77	408 587.09	402 092.16	398 612.81	390 732.81	281 854 97	6 298 146.51	8 746 903.21
Ezakheni E	-332.60	756 009.02	584 745.06	574 370.39	569 446.08	592 196.20	487 127.28	8 505 056.12	12 068 617.55
Ezakheni Indust	-1 269.25	217 379.96	37 374.74	11 862.00	9 115.12	9 244.30	-73 588.81	650 835.37	860 953.43
Ezakheni Misc	0.00	0.00	0.00	0.00	0.00	0.00	-5 320.72	0.00	-5 320.72
TOTAL									69 008 335.54

* As at 31 March 2017.

SHORT TERM GAINS

The main strategy points under short-term gains are aimed at stabilizing the financial position, improving current systems and processes, developing policies and having effective communication between all stakeholders.

The above strategy must be supported by dedicated and competent staff for it to be effective.

STRATEGY POINTS TO ENHANCE COLLECTION:

- Target quick gains
- Target Top 100 accounts
- Control overflow of 30 days payments
- SMS function notifying the customer before the due date.
- Effective Disconnection of Electricity
- Blocking of prepaid electricity meters for arrear rates and refuse amount.
- Legal process
- Use of external attorneys to address large arrears and estates
- Arrangements to be more lenient and communicated to debtors
- Chasing of all Electricity Tampering charges
- Target of Business accounts in arrears
- Sundry debtors
- Prepare files in line with court requirements during the hand over process and allocation of legal work to appointed attorneys. The more intensive this process, the higher the collection success.

CHALLENGES

- Data cleansing which remains the biggest challenge.

- Accounts are not grouped correctly
- Splitting of rates and services for Government Debt
- Alignment of properties to asset register/valuation roll
- Performance of staff/staff compliment within the Credit control section
- Staff must take ownership of debt, and all Departments and Sections must realize that it is not only a Collection unit problem,
- Communication- Consumers must be made aware of the Revenue collection processes and programs that the Municipality offers.

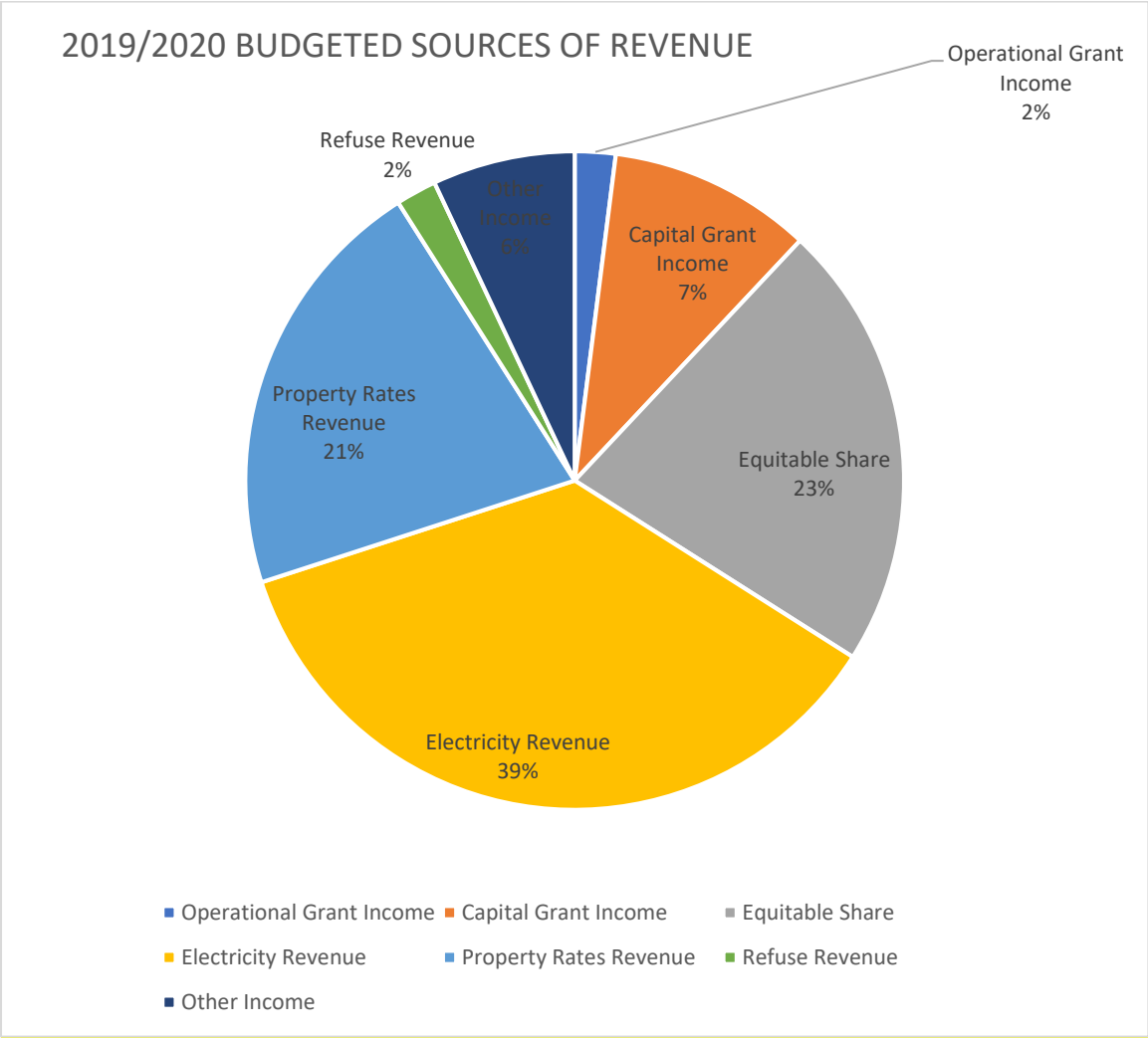
CREDIT CONTROL

Age Analysis as at 31 May 2017:

01704 (30 ays)	201703 (60 Days)	201702 (90 Days	201701 (120 Days)	201612 (150 Days	201611 (180 Days)	201610 - 201606	201605 +	Total
527 379.87	11 435 065.28	6 021 729.11	10 029 079.33	5 958 397.95	4 081 918.19	19 065 670.02	155 337 268.00	255 142 612.10

The main contributing factor for the increase is the constant increase of rates and services that become less affordable to ratepayers and consumers. The economy is not growing at the rate expected. The majority of debt arises from inability to collect rates debtors especially in areas where municipality is not responsible for electricity supply. Furthermore, the legal process is a long process with challenges being experienced in the volumes of summons able to be accepted by the courts. The municipality has a debt collection strategy in place and the progress of these strategies as well as new strategies are formulated at the bi-monthly credit control meetings. The first strategy was to identify and separate ratepayers that can pay and those that are not in a position to pay. This is a slow process and the Masakhane and incentive program assists with this process. The second focus is on the maintaining of an active disconnection program to collect arrear debt after 30 days, this includes the blocking of pre-paid electricity meters if in the Municipality's supply area. Unfortunately, most of the debt belong to rates and refuse arrears in Eskom supply area. Data cleansing is regarded as a high priority as the information can assist in contacting ratepayers and customers if in arrears. Indigent customers are flagged and debt written off. Hand over debt to the legal section is included in the daily actions of Credit control to ensure that all debt is actioned, problems with summonses in the local magistrates court was addressed.

GRANT DEPENDENCY



Almost 68**%** of the Municipality's budgeted revenue is from local rates and payments for services. 32% of the budgeted revenue for 2018/2019 is funded from grant income being equitable share of 23%, operational grant income of 2% and capital grant income of 7%.

The percentage of grants budgeted for 2018/2019 compared to the adjusted budget for the 2017/2018 financial year has decreased from 35% in the 2017/2018 financial year to 34%. Therefore, there is an improvement in the dependency on grants in 2018/2019 since it has reduced by 1%.

REPAIRS AND MAINTENANCE OF MUNICIPAL INFRASTRUCTURE ASSETS

The preservation of municipal assets has been a challenge for the municipality and we are exceedingly aware of the community's needs for new infrastructure such as roads, footbridges, street lighting, community sport grounds, halls and other facilities.

However, with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, storm water, streetlights, community facilities and assets such as Council's trucks, road plant and other vehicles. Sometimes grant funds are provided to build the initial asset, but there are no ongoing grants to maintain assets. Where assets are inadequately maintained, they quickly deteriorate, and either becomes irreparable or very expensive to repair. Regular maintenance on the huge amount of infrastructure and assets that it controls.

In order to address these challenges the municipality has developed a maintenance plan with budget to keep existing infrastructure in good shape as well as build new infrastructure.

Contribution to Repairs and Maintenance

	2019/2020	2020/2021	2021/2022
Repairs & Maintenance Budget	R91 m	R118 m	R124 m
% of NBV of PPE as per 17/18 AFS	5%	6%	7%

The municipality is required to allocate at least 8% of the net book value of property, plant and equipment to repairs and maintenance. Although the allocation of 5% is below this, the aim of the municipality is to increase the allocation to repairs and maintenance gradually each year based on availability of funds. The municipality also maintains its assets through prioritisation of the renewal/upgrade of its assets on the capital budget each year e.g. the renewal of fleet has been allocated R5 million on the capital budget for 2019/2020. In addition to this there is an allocation of R3.5 million on the capital budget for refurbishment/upgrade of electrical infrastructure. However, the prioritisation of the capital budget is also subject to the availability of funds. The allocation is still insufficient, however financial resources are limited.

CURRENT BORROWINGS AND PLANNED BORROWINGS

The municipality currently has two loans in respect of Tsakane Electrification and the former Indaka Municipal building at an interest rate of 9.1% and 5% respectively. No loans will be taken in 2019/20 financial year.

The Municipality at its annual review of the Integrated Development Plan workshop agreed that the municipality should focus on Revenue generating projects that will bring additional income to the Municipality and Council should therefore seriously consider the option of taking out a loan to fund its portion of the Capital budget Revenue generating projects. However the affordability of being able to take a loan must always be taken into account when the possibility of a loan is being considered.

RETURN ON INVESTMENTS

The Municipality's own funds, currently included in investment accounts as at the end of June 2018, was at R80.7 million, and currently the invested funds is standing at R 122 million. Bank accounts are monitored regularly so that investments are maximised to generate interest income. Grant funds are retained in separate call accounts.

EMPLOYEE RELATED COTS TO TOTAL EXPENDITURE

Employee related costs, including councillor allowances is reflected as 36% of the original budgeted total operating expenditure for the 2019/2020 financial year. This is within the benchmark of 25 to 40%. There is no allocation from the Central Government subsidy, via the Local Government Equitable Share. The Municipality will finance the amount for Councillors allowances using own funding.

The budget allocation available for new posts is prioritised in terms of critical posts required including critical posts within the Budget and Treasury Office. The salary disparity issues post-merger have not been finalised but has been catered for in the budget.

In terms of contracted services for consultants, this was budgeted at a minimum of R5,3 million for the 2017/2018 financial year which amounts to 0.6% of total operating expenditure. The budget for consultants was reduced by R4.7 million for the 2018/2019 budget since the municipality is striving to reduce these costs by ensuring skills transfer.

In terms of skills transfer, workshops and training sessions are conducted with all relevant departments in the Municipality. Employees of the Municipality also received training with the consultants taking them out on-site doing physical inspections of assets and having the employees carry out the work in most instances, where the consultants would only review the work done. This is an ongoing process due to the technical expertise required and the employment of new staff on an ongoing basis. Capacity is also a constraint in terms of technical departments, which are expected to deliver on service delivery obligations and new projects, and not having additional staff always available to assist with the maintaining of asset register information.

Ratio on ERC including councillor’s allowance compared to total expenditure should be calculated and indicated. The ratio is expected to be between 25% - 40%. The excess of this ratio will mean that there are inefficiencies or that the organogram is bloated or overstaffing. Mention vacancies on

critical posts in Treasury unit and effect thereof. Mention how much is used on contracted services compared to total operating expenditure, and whether transfer of skills occurs.

AUDITOR GENERAL OPINIONS

The Municipality was formed during the 2016/2017 financial year. The Municipality received a qualified audit opinion in the 2016/2017 and 2017/2018 financial years.

**Mention the last three years AG opinions, the audit action plan and mention whether all queries are resolved as per the stipulated timeframes.*

MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT FINANCIAL SWOT ANALYSIS

FINANCIAL PLAN

CONSOLIDATED OVERVIEW OF THE 2019/2020 MTREF

Description	1st Adjustment Budget 2018/19	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Total Operating Revenue	R836 125 869	R924 811 033	R987 387 346	R1 045 938 085
Total Operating Expenditure	R967 119 267	R1 000 336 026	R1 064 921 068	R1 126 254 616
Surplus/(Deficit) for the year*	(R130 993 398)	(R75 524 993)	(R77 533 722)	(R80 316 531)
Capital Expenditure	R110 154 617	R 89 083 000	R85 209 000	R80 426 000

* Note the above surplus/deficit includes unfunded depreciation and excludes capital grant income.

OPERATIONAL BUDGET MODEL - ANNEXURE A

ALFRED DUMA LOCAL MUNICIPALITY FINAL OPERATING BUDGET MODEL 2019/2020

	2018/2019 FIRST ADJUSTMENTS BUDGET	2019/2020 ANNUAL BUDGET	2020/2021 ANNUAL BUDGET	2021/2022 ANNUAL BUDGET
REVENUE				
Property Rates	-174 975 787	***-187 837 885***	-197 981 131	-208 672 112
Property rates - Penalties & collection charges	-22 224 325	***-23 468 887***	-24 736 207	-26 071 962
Service Charges - Electricity	-348 199 739	***-391 055 030***	-422 624 084	-444 608 844
Service Charges - Refuse Removal	-22 985 392	***-23 728 916***	-25 010 277	-26 360 832
Rent of Facilities and Equipment	-2 378 014	***-2 511 182***	-2 646 786	-2 789 713
Interest earned on Investments	-12 667 061	***-14 422 415***	-15 201 226	-16 022 092
Interest earned on Outstanding Debtors	-5 986 340	***-6 321 575***	-6 662 940	-7 022 739
Fines	-10 686 386	***-13 284 824***	-14 002 204	-14 758 323
Licencing and Permits	-2 558 320	***-2 701 586***	-2 847 472	-3 001 235
Agency Services	-2 557 944	***-2 701 189***	-2 847 053	-3 000 794
Grants - Operating	-21 101 000	***-19 781 000***	-19 579 220	-22 530 900
Equitable Share	-206 663 000	***-232 678 000***	-248 697 000	-266 301 000
Grants - Capital	-79 586 000	***-71 083 000***	-75 209 000	-79 426 000
Other Income	-3 142 561	***-4 318 544***	-4 551 746	-4 797 540
TOTAL REVENUE	**-915 711 869**	**-995 894 033**	**-1 062 596 346**	**-1 125 364 085**
EXPENDITURE				
Salaries				
Salaries	272 717 407	***302 932 473***	322 603 851	343 553 869
Overtime	5 044 886	***5 174 916***	5 511 286	5 869 520
Standby	3 876 130	***4 155 403***	4 425 504	4 713 161
Expanded Public Works Program	4 000 000	***3 000 000***	3 000 000	3 000 000
Job Creation	30 727 928	***13 909 852***	14 813 992	15 776 902
FMG - Finance Interns	800 000	***800 000***	850 000	850 000
Provincialisation of Library - Library Employees	2 677 000	***3 000 000***	3 300 000	3 300 000
Recapitalisation of library - Cyber Cadet	1 370 000	***1 467 000***	1 571 000	1 571 000
Accreditation Subsidy - Salaries	485 844	***1 000 000***	1 065 000	1 134 225
Accreditation Subsidy - Overtime and Standby	260 556	***380 000***	400 000	400 000
Museum Subsidy - Overtime	65 000	***50 000***	50 000	50 000
Maintenance of Sport fields	150 000	***0***	0	0
Infrastructure Skills Development Grant	1 246 200	***2 220 000***	3 000 000	4 000 000
Employees Bonus Provision	800 000	***852 000***	907 380	966 360
Performance Bonus - Section 57 Employees	750 000	***798 750***	850 669	905 962
Councillor Remuneration	26 373 432	***28 363 753***	30 207 397	32 170 878

Traditional Leaders Allowance	86 964	***50 000***	53 250	56 711
Youth Mass Skilling	1 152 000	***1 200 000***	1 278 000	1 361 070
Pensioners Medical Aid	5 000 000	***5 374 216***	5 723 540	6 095 570
Leave Reserve	5 200 000	***5 538 000***	5 897 970	6 281 338
Long-service Awards	2 500 000	***2 662 500***	2 835 563	3 019 874
Less: Labour to be charged to maintenance	-37 159 074	***-45 557 842***	-48 519 102	-51 672 844
Total Emoluments	**328 124 273**	**337 371 021**	**359 825 299**	**383 403 596**

Other Operating Expenditure				
Bulk purchases - Electricity	243 061 705	***274 887 379***	297 153 256	312 605 226
Consultants and Professional Services: Planning Studies	1 815 200	-	-	-
Consultants and Professional Services: Other	5 738 124	***3 899 355***	3 134 480	3 193 636
Consultants and Professional Services: Legal Expenses	3 606 084	***2 693 945***	2 839 418	2 992 746
Contracted Services: R&M: Building and Facilities	1 541 068	***1 395 608***	1 412 455	1 466 047
Contracted Services: Maintenance of Equipment	2 349 402	***2 296 794***	2 412 721	2 534 908
Contracted Services: Maintenance of Unspecified Assets	3 757 452	***3 943 949***	4 154 223	4 375 851
Contracted Services: Maintenance of Vehicles	17 135 539	***14 591 705***	15 375 337	16 201 285
Contracted Services: Sports and Recreation	1 090 022	***650 000***	685 100	722 095
Contracted Services: Youth Programmes	1 115 234	***1 100 000***	1 159 400	1 222 008
Contracted Services: Other Programmes	5 300 000	***4 000 000***	4 216 000	4 443 664
Contracted Services: Other	1 248 683	***1 210 366***	1 274 105	1 341 287
Outsourced Services: Training	1 588 464	***1 350 000***	1 362 100	1 427 553
Outsourced Services: Other Programmes	2 082 154	***1 497 605***	2 007 614	2 229 835
Outsourced Services: Security	38 135 068	***9 500 000***	10 013 000	10 553 702
Inventory Consumed: Consumables	746 482	***1 010 395***	1 062 257	1 116 919
Inventory Consumed: Materials and Supplies	26 408 276	***28 297 200***	29 768 369	31 366 411
Operating Leases: Furniture and Office Equipment	1 255 382	***1 358 567***	1 407 629	1 459 341
Operational Cost: Advertising Publicity and Markerting	885 306	***839 574***	889 511	931 605
Operational Cost: Bank Charges	1 389 530	***1 467 344***	1 546 580	1 630 096
Operational Cost: Bulk Discount	1 263 892	***1 334 670***	1 406 742	1 482 706
Operational Cost: Commission - Prepaid Electricty	3 857 878	***2 657 878***	2 873 166	3 022 571
Operational Cost: Postage	2 505 453	***2 639 918***	2 781 934	2 931 618
Operational Cost: Telephone and Fax	4 051 670	***3 824 708***	3 980 842	4 192 837
Operational Cost: Landfill Site	136 890	***144 556***	152 362	160 589
Operational Cost: Entertainment	141 720	***107 000***	112 778	118 868
Operational Cost: External Audit Fees	4 722 313	***4 986 763***	5 256 048	5 539 874
Operational Cost: External Computer Service	7 954 644	***7 918 304***	8 000 802	8 403 955
Operational Cost: Insurance Premiums	4 566 820	***4 822 562***	5 082 980	5 357 461
Operational Cost: Licenses - Agency Fees	668 179	***705 597***	743 699	783 859
Operational Cost: Motor Vehicle Licence and Registrations	1 094 174	***1 155 448***	1 217 842	1 283 605
Operational Cost: Free Basic Alt Energy	1 213 800	***1 281 773***	1 350 989	1 423 942
Operational Cost: Free Basic Electricity	8 488 640	***8 964 004***	9 448 060	9 958 255
Operational Cost: Streetlight Electricity	6 634 577	***7 006 113***	7 384 443	7 783 203
Operational Cost: Electricity, Water & Sewerage, Refuse	10 769 956	***10 762 191***	11 329 849	11 928 161
Operational Cost: Printing and Stationery	2 776 561	***2 932 296***	3 043 360	3 192 042

Operational Cost: Membership and Subscription	3 210 662	***3 390 459***	3 573 544	3 766 515
Operational Cost: Conferences and Delegations	2 610 232	***2 100 000***	2 089 240	2 338 029
Operational Cost: Uniform and Protective Clothing	2 927 425	***2 713 169***	2 883 952	3 036 553
Operational Cost: Vehicles General Expenses	11 435 655	***12 184 961***	12 857 849	13 542 831
Operational Cost: SARS Skills Development Levy	2 500 000	***2 675 000***	2 819 450	2 971 700
Operational Cost: Workmen's Compensation Fund	2 450 000	***2 587 200***	2 726 909	2 874 162
Operational Cost: Labour Charge Out	37 159 074	***45 557 842***	48 519 102	51 672 844
Total Expenses	**483 389 391**	**488 442 196**	**521 509 497**	**549 580 397**

Capital Charges				
Depreciation	30 891 189	***32 621 096***	34 382 635	36 239 297
Existing Loans	474 359	***430 350***	380 339	327 283
Impairment of Assets -5023	2 316 052	***2 445 751***	2 577 821	2 717 024
Total Capital Charges	**33 681 601**	**35 497 196**	**37 340 795**	**39 283 603**
Contributions				
Rates Rebates	2 141 575	***3 122 503***	3 291 118	3 468 839
Non-Payment	59 114 647	***58 878 117***	62 057 536	65 408 642
Total Contributions	**61 256 222**	**62 000 620**	**65 348 654**	**68 877 481**
Departmental Charges	59 124 285	***62 435 324***	65 806 832	69 360 401
Less : Charge Outs	-59 124 285	***-62 435 324***	-65 806 832	-69 360 401
NET EXPENDITURE	**906 451 486**	***923 311 033***	984 024 244	1 041 145 077
Unfunded Depreciation	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**
(SURPLUS)/DEFICIT Excl Unfunded Depreciation	**-9 260 383**	**-72 583 000**	-78 572 101	-84 219 008
Unfunded Depreciation	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**
NETT(SURPLUS)/DEFICIT INCL Unfunded Depreciation	**130 993 397**	**75 524 993**	**77 533 723**	**80 316 531**
Capital grants	**-79 586 000**	**-71 083 000**	**-75 209 000**	**-79 426 000**
NETT(SURPLUS) / DEFICIT excluding capital grants, excluding unfunded depreciation	**70 325 617**	**-1 500 000**	**-3 363 101**	**-4 793 008**
GROSS SALARIES AS A % OF TOTAL EXPENDITURE BUDGET	**35%**	**36%**	**36%**	**36%**
DEPRECIATION				
TOTAL	171 144 970	**180 729 088**	190 488 459	200 774 836
FUNDED	30 891 189	**32 621 096**	34 382 635	36 239 297
UNFUNDED	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**

ALFRED DUMA LOCAL MUNICIPALITY - ALFRED DUMA

LOCAL MUNICIPALITY

2019/2020 CAPITAL BUDGET

NO.	PROJECT DESCRIPTION	2019-2020 GRANT	2019-2020 COUNCIL	2020-2021 GRANT/COUNCIL	2021-2022 GRANT/COUNCIL	SOURCE OF FUNDING
CLUSTER 1 (Roosboom,Colenso & Bluebank)						
	STREETLIGHT IN WARD 13 (MIG)	R 2 000 000				**MIG**
	TARRED ROADS IN WARD 11 - (MIG)				R 8 763 000	**MIG**
	HIGH MAST LIGHTS IN WARD 11 (MIG)	R 2 000 000				**MIG**
CLUSTER 2 (Ezakheni, St. Chads & Mcitsheni)						
	TARRED ROADS IN WARD 1 & 2 (MIG)	R 15 000 000				**MIG**
	HIGH MAST IN WARD 3 & 4 (MIG)				R 3 000 000	**MIG**
	TARRED ROADS IN WARD 7 - MIG			R 9 000 000		**MIG**
	TARRED ROADS IN WARD 27 - MIG			R 9 000 000		**MIG**
	TARRED ROADS IN WARD 5 - (MIG)				R 8 763 000	**MIG**
CLUSTER 3 (Jonono & Nkunzi)						
	HIGH MAST IN WARD 24 (MIG)			R 3 404 000		**MIG**
	MINI FACILITY IN WARD 24 (MIG)	R 2 000 000				**MIG**
	TARRED ROADS IN WARD 23 - MIG (NEXT TO CLINIC)				R 9 000 000	**MIG**
CLUSTER 4 (Watersmeet, Peacetown & Burford)						
	GRAVEL ROAD IN WARD 16 AND 18 - MIG	R 3 500 000	R 1 500 000			**MIG/COUNCIL**
	TARRED ROAD IN WARD 16/18 - MIG			R 5 000 000		**MIG**
	PEACETOWN TAXI RANK WARD 15 - MIG				R 4 000 000	**MIG**
	HIGH MAST IN WARD 16				R 3 000 000	**MIG**
CLUSTER 5 (Driefontein & Kleinfontein)						
	VEHICULAR BRIDGE WATERSHED - ROODEPORT WARD 19 (MIG)			R 5 000 000	R 4 000 000	**MIG**

	HIGH MAST LIGHTS IN WARD 17 (MIG)	R 2 000 000				**MIG**
	TARRED ROADS IN WARD 17 / LOW WATER CROSSING - MIG				R 5 000 000	**MIG**
CLUSTER 6 (Acaciavale, CBD & Steadville)						
	TARRED ROADS IN WARD 20 - MIG				R 9 000 000	**MIG**
	TARRED ROADS IN WARD 21 - MIG				R 9 000 000	**MIG**
	INDOOR HIGH PERFORMANCE FITNESS CENTRE - WARD 13	R 8 243 000		R 8 655 000	R 8 750 000	**SPORT INFRA GRANT**
	TARRED ROADS IN WARD 9 (MIG)	R 8 000 000				**MIG**
	STORMWATER UPGRADE IN WARD 12 AND 22 - MIG			R 9 000 000		**MIG**
	TARRED ROADS IN WARD 10 - (MIG)			R 9 000 000		**MIG**
CLUSTER 7 (Umhlumayo)						
	WAAIHOEK COMMUNITY HALL IN WARD 31 - (MIG)			R 4 000 000		**MIG**
	KWAKUNYABANTU ACCESS ROAD - (MIG)			R 4 000 000		**MIG**
	MALIBA ACCESS ROAD - WARD 7 (MIG)	R 3 500 000				**MIG**
	KWANGUBEVU ROAD - WARD 31 (MIG)	R 3 500 000				**MIG**
	OQUNGWENI ROAD (MIG)	R 3 500 000				**MIG**
	MNANGENI ROAD WARD 31 - MIG				R 3 500 000	**MIG**
CLUSTER 8 (Limehill)						
	UITVAL COMMUNITY HALL - (MIG) - WARD 35	R 5 000 000				**MIG**
	EKUVUKENI TAR ROAD (MIG) - WARD 33	R 8 000 000				**MIG**
	EKUVUKENI SPORTSFIELD - WARD 33			R 4 700 000		**MIG**
	HIGH MAST LIGHTS IN WARD 34 (MIG)	R 3 683 000				**MIG**
	HIGH MAST LIGHTS IN WARD 32 (MIG)				R 3 000 000	**MIG**
	KWAHLATHI HIGH MAST			R 3 000 000		**MIG**

	LIGHTS - WARD 36 (MIG)					
	WARDS 6, 7, 11, 20, 25, 27 & 29 - 250 CONNECTIONS	R 3 548 388				**INEP**
	WARDS 16,18 & 19 - 225 CONNECTIONS	R 3 193 548				**INEP**
	WARDS 14 & 23 - 300 CONNECTIONS	R 4 258 065				**INEP**
	RENOVATIONS OF VAALKOP COMMUNITY HALL		R 2 000 000			**COUNCIL**
CLUSTER 9 - OTHER						
	FURNITURE AND EQUIPMENT	R 1 157 000	R 1 000 000	R 1 450 000	R 1 650 000	**COUNCIL/GRANTS**
	REFURBISHMENTS		R 3 500 000			**COUNCIL**
	REPLACEMENT OF MUNICIPAL FLEET		R 5 000 000	R 10 000 000		**COUNCIL**
	TWO WAY RADIO COMMUNICATION REPEATER		R 2 000 000			**COUNCIL**
	REFUSE CONTAINERS INDAKA		R 500 000			**COUNCIL**
	MUNICIPAL FLEET - INSOURCING OF MACHINERY		R 2 500 000			**COUNCIL**
	INEP			R 12 184 000	R 18 000 000	**INEP**
GRAND TOTAL CAPITAL PROGRAMME		**R 82 083 000**	**R 18 000 000**	**R 97 393 000**	**R 98 426 000**	

2019-2020 **2020-2021** **2021-2022**

COUNCIL FUNDING	R 18 000 000	R 10 000 000	
INEP	R 11 000 000	R 12 184 000	R 18 000 000
MIG GRANT FUNDING	R 61 683 000	R 65 104 000	R 70 026 000
ISDG	R 107 000	R 300 000	R 500 000
SPORT AND RECREATION	R 8 243 000	R 8 655 000	R 8 750 000
ACCREDITATION SUBSIDY	R 500 000	R 500 000	R 500 000
OTHER GRANTS (FURNITURE AND EQUIPMENT)	R 550 000	R 650 000	R 650 000
	R 100 083 000	**R 97 393 000**	**R 98 426 000**
LESS INEP GRANT NOT CAPITALISED	-R 11 000 000	-R 12 184 000	-R 18 000 000
	R 89 083 000	**R 85 209 000**	**R 80 426 000**

KZN 238 FINAL MEDIUM TERM BUDGET: 2019/2020

EXECUTIVE SUMMARY

In terms of Section 16(2) of the MFMA, I present before you the 2019/20 Final Budget for ALFRED DUMA LOCAL MUNICIPALITY and outer limits in respect of the 2019/20 Final Medium Term Budget. The Municipality has consulted the various political peers on the Final 2019/20 budget.

The Financial modelling plan of the Operational Budget for the 2019/20 financial year is attached.

Each category of the budget has been outlined. The budget has been prepared on version 6.3 of MSCOA. It should be noted that currently, the Operational Budget is in a surplus of R1.5 million noting that this excludes unfunded depreciation of R148.1 million and capital grant income of R71.1 million. This portion of depreciation could not be funded from the tariffs proposed for the 2019/20 financial year as it could result in extremely high and unaffordable tariffs for the consumers and ratepayers of the municipality.

Furthermore, the Capital Budget presented amounts to R89.1 million. It should be noted that the municipality is currently experiencing financial constraints in terms of funding the capital budget for the 2019/2020 financial year, and therefore council funding is reduced.

The final operational budget is currently in a surplus position of R1.5 million (excluding unfunded depreciation and capital grant income) and therefore does not contribute much reserves to be available for future funding of council capital budgets. The Council portion of the Capital budget of R18 million will be funded from previous years' cash backed accumulated surpluses. However, it must be noted that the accumulated surpluses is currently not fully cash backed in the municipality.

It must also be noted that this method of financing of the Capital budget places strain on our cash flow. Furthermore, our cost coverage ratio based on this budget is estimated at **1.98: 1** which is well below the Treasury norm of **3:1**.

The ALFRED DUMA LOCAL MUNICIPALITY Final Medium-Term Budget for 2019/2020 financial year is analysed as follows:

BUDGETED REVENUE – R 995.9 MILLION

1) The total rates income amounts to R 187.8 million which is based on an increase in the rates tariff of 6%.

2) Property rates – Penalties and Collection charges: An amount of R23.5 million, has been budgeted for.

3) The Electricity tariff is subject to an overall increase of 13.07% for domestic and commercial consumers. For Bulk Consumers an increase of 15.63% has been proposed for implementation. The NERSA guideline is yet to be released. The tariffs will be re-structured once the guideline is released. An amount of R391.1 million has been budgeted, and is subject to change on finalisation of tariffs.

4) A tariff increase of 6 % on Refuse has been applied in the 2019/20 financial year, and amounts to R 23.7 million.

5) Rental of Facilities and Equipment - An amount of R2.5 million has been allocated. This income derived from hiring of halls, sport facilities etc.

6) Interest earned on Investments – An amount of R14.4 million has been allocated.

7) Interest earned on Outstanding Debtors – An amount of R6.3 million has been allocated. This income is derived from raising of interest on the services accounts. The interest rates on arrear accounts will be charged at 10.25% p.a. in accordance with the National Credit Act, in respect of arrear accounts arising after 01 November 2016. Arrear accounts arising before 31 October 2016 will be charged at an interest rate of 9% p.a.

8) Fines – An amount of R13.3 million has been allocated.

9) Licencing and Permits - An amount of R2.7 million is budgeted.

10) Agency Services – An amount of R2.7 million is budgeted.

11) Grants Operating

The following operating grants are included in the Budget:

Museum Subsidy	R 152 000
Community Library Services Grant	R 1 467 000
Provincialisation of Libraries	R 4 779 000
Financial Management Grant	R 2 500 000
Expanded Public Works Programme	R 3 930 000
Operational Cost – Accredited Municipality	R 3 060 000
Infrastructure Skills Development Grant	R 3 393 000
Building Plans Information Management System	R 500 000
Total	**R19 781 000**

12) The Local Government Equitable Share, received from Central Government, in the amount of R 232.7 million has been budgeted for, as per DORA's allocation for the 2019/2020 financial year.

13) Capital Grants - This includes the following:

MIG	R 61.7 m
Infrastructure – Sport Facilities	R 8.2 m
Accreditation Subsidy	R 500 k
Museum Subsidy	R 50 k
Provincialisation of Libraries	R 500 k
Infrastructure Skills Development Grant	R 107 k
Total	**R 71.1 m**

14) Other revenue in the amount of R4.3 million. It includes the income generated from the minor tariffs e.g. connection/disconnection fees, building plans, fire brigade services, rates clearance, photocopies, burial fees etc.

BUDGETED EXPENDITURE: R923 MILLION (EXCLUDING UNFUNDED DEPRECIATION)

Gross Salaries and Allowances – R382.9 million

1) The R 302.9 million reflects the cost to Council packages of all existing staff and budgeted staff vacancies.

2) An estimated increase of 6.5% has been budgeted as per the South African Local Bargaining Council agreement.

3) An amount of R 5.2 million has been budgeted for Overtime and R 4.1 million has been budgeted for Standby.

4) An amount of R 13.9 million is allocated for Job Creation and an amount of R3 million is allocated for the Expanded Public Works Program.

5) An amount of R800 thousand is budgeted for Finance interns and it is funded by the Financial Management Grant.

6) An amount of R3 million is budgeted for Library employees and it is funded by the Provincialisation of Libraries.

7) An amount of R1.5 million is budgeted for Cyber Cadets and it is funded by the Community Library Services Grant.

8) An amount of R1.4 million is budgeted for overtime, standby and salaries in the Human Settlement section and it is funded by the Accreditation subsidy.

9) An amount of R50 thousand is budgeted for overtime in the Museum section and it is funded by the museum subsidy.

10) An amount of R2.2 million is budgeted for Infrastructure and Town Planning interns and it is funded by the Infrastructure Skills Development Grant.

11) Youth Mass Skilling is budgeted for at R1.2 million.

12) R852 thousand has been allocated for Employees Bonus Provision.

13) R799 thousand has been allocated for the performance bonuses of Section 57 employees.

14) R5.4 million has been allocated for pensioners' medical aid. The pensioner's medical aid is a post retirement benefit for ex-employees of the municipality.

15) R5.6 million has been allocated for leave reserve.

16) R2.7 million has been allocated for long service awards.

17) Councillor Remuneration – R 28,4 million has been budgeted and includes a 6.5% increase. However, the actual final percentage increase is normally finalized in December for Councillors remuneration. Although this estimated increase is above inflation of 5.2%, the municipality chose to use the South African Local Bargaining Council circular as a guideline since increases may not always be within the inflationary projections. Traditional Leaders Allowance has been budgeted for at R50 thousand.

18) Total Gross Salaries and Allowances, for employees and Councillors totalling R382.9 million amounts to 36% of the total projected expenditure including unfunded depreciation. It should further be noted that R 45.6 million will be used for direct labour costs charged out to repairs and maintenance and capital projects that may require in-house labour.

Other Operating Expenditure – R 690 million which includes the following:

1) Electricity Bulk Purchases - The projected increase for Electricity purchases is based on 15.63%, which is as per the NERSA guideline. This amounts to an estimated amount of R275 million and includes a margin for uncertainty of demand.

2) Consultants and Professional Services: Other - R 3.9 million has been provided for which included Assets Management, Valuation Roll, infrastructure and services, electricity consultants etc.

3) Legal expenses for the municipality reflects a budget of R 2.7 million. These funds are used by the legal section in the implementation of the legal process for the collection of arrear debt, as well as legal expenses that may arise from defending lawsuits should any occur.

4) Buildings and Facilities – An amount of R 1.4 million has been allocated to be used for repairs and maintenance to municipal buildings.

5) Maintenance of Equipment – An amount of R 2.3 million has been allocated to be used for repairs and maintenance to municipal equipment.

6) Maintenance of Unspecified Assets – An amount of R3.9 million has been allocated to be used for repairs and maintenance of all other municipal assets i.e swings, sports infrastructure, IT hardware, Klipriver maintenance etc.

7) Maintenance of Vehicles – An amount of R14.6 million has been budgeted for repairs and maintenance of vehicles within all departments.

8) Sports and Recreation – An amount of R 650 thousand has been allocated and includes SALGA Games and Sports Events.

9) Youth Programmes – These are Mayoral projects and includes programmes such as Youth Development, Youth Advisory Centre, Youth Month and Learner Support Grant in Aid. R 1.1 million has been allocated.

10) Other Programmes – An amount of R 4 million has been allocated for this item which is used to fund the costs of hosting functions that are arranged by the Office of the Mayor.

11) Other Contracted Services - Comprises of the amount of R 1.2 million which includes in this category of expenditure other ad-hoc items e.g. festive lights, pest control etc.

12) Training - These funds are used by employees to attend training workshops, as well as to enrol at tertiary institutions to further their education for which an amount of R1.4 million has been allocated, inclusive of funds for capacity building of Councillors.

13) Other Programmes – An amount of R1.5 million has been allocated for all programmes with the municipality i.e Battlefields festival, Senior citizens, gender upliftment, enterprise development, reed celebration, disability focus, HIV/AIDS Campaign etc.

14) Security Services – An amount of R 9.5 million has been allocated for sites, bodyguards and Cash in-transit services.

15) Inventory consumed – An amount of R1 million has been allocated and includes plastic bags, toilet papers, chemicals etc.

16) Materials and Supplies – An amount of R28.3 million has been allocated to purchase materials used for road maintenance, stormwater, metering, electrical refurbishment, cleaning materials, emergency relief etc.

17) R1.4 million has been allocated for operating lease of furniture and office equipment (rental of photocopy machines).

18) An amount of R840 thousand has been allocated for advertising in local and national newspapers, publicity and marketing.

19) Bank Charges - An amount of R1.5 million has been allocated.

20) Bulk Discount - An amount of R1.3 million has been budgeted for bulk consumers who pay in advance.

21) Commission – Prepaid Electricity- An amount of R2.7 million has been allocated.

22) Postage Services - This amount includes the bulk postage of municipal accounts, as well as the individual postage costs incurred by the departments for which an amount of R 2.6 million has been allocated.

23) Telephone and Fax – An amount of R3.8 million has been allocated to fund the payment of Telkom and cellular phone accounts.

24) R145 thousand has been allocated for the landfill site.

25) R107 thousand has been allocated for entertainment.

26) Audit Fees - An amount of R 5 million has been allocated for the payment of audit fees charged by the Auditor General.

27) External computer services has been budgeted for at R7.9 million which will be used for the financial system, ICT support, website maintenance, internet, software database etc.

28) Insurance – An amount of R4.8 million has been budgeted for insurance.

29) Licenses – agency fees an amount of R706 thousand has been allocated to pay for prepaid licence fees, radio licences, valuation licences etc.

30) Motor Vehicle Licence and Registrations – An amount of R1.2 million has been allocated.

31) R1.3 million has been budgeted for the provision of free basic alternate energy to be utilised by the Electricity Department.

32) Free Basic Electricity of R 9 million has been set aside to fund indigent consumers who receive the 50kWh free electricity.

33) Streetlights – An amount of R 7 million has been allocated for the payment of the electricity accounts for streetlights in the municipal area.

34) Municipal services – An amount of R10.8 million has been allocated for the payment of the municipality's electricity account paid to Eskom, water & sewerage bills paid to the uThukela District Municipality and refuse accounts.

35) Printing and Stationery – An amount of R2.9 million has been allocated which is used for printing costs and stationery.

36) Membership and Subscription - An amount of R3.4 million has been allocated for payment to SALGA and tourism subscription and membership fees.

37) Conference and Delegations – An amount of R2.1 million has been allocated. These funds are being used by the municipality for the attendance of conferences, workshops and seminars which includes accommodation and travelling costs.

38) Protective Clothing - An amount of R 2.7 million has been allocated which is for the purchase of protective clothing for the job creation, as well as for permanent staff members.

39) R12.2 million has been budgeted for transport costs (fuel and oil and vehicle trackers) to run the vehicles within all the departments.

40) SARS Skills Development Levy - An amount of R 2.7 million has been budgeted to be paid to SARS for the development of skills, noting that these funds can be claimed from the SETA when the municipality incurs training costs.

41) An amount of R2.6 million has been allocated for the payment of Workmen's Compensation, which is a legislative requirement.

42) Labour Charge Outs – An amount of R45.6 million has been allocated for charge outs to repairs and maintenance in respect of employees that execute the repairs and maintenance duties. This is a costing element whereby a portion of the salaries budget is allocated to repairs and maintenance projects.

Departmental Charges – R62.4 million:

These are internal charges and are recovered via the charge-out rate. The net effect of these internal charges against the charge-out rate is R nil.

Departmental Charges	R62.4 million
Total Charge outs	(R62.4 million)

Capital Charges – R35.5 million which includes the following:

Depreciation	R 32.6 million
Existing External Loans	R 430 thousand
Impairment of Assets	R 2.4 million

Depreciation charges are a GRAP 17 requirement. The total depreciation charges are estimated at R 180.7 million.

To fund the total estimated depreciation of R 180.7 million will result in tariffs being very high and unaffordable to the consumers. National Treasury recognises this in MFMA Circular 42 – funding a municipal budget. A phased increase or re-alignment in tariffs may need to be considered to compensate the deficit to a surplus by a progressive move through gradual tariff increases or the re-alignment of municipal revenue.

The community needs to make a sufficient contribution towards the economic benefit that is generated from the assets over the medium term budget period.

Currently, the municipality has opted to fund R 32.6 million of the total depreciation expense.

Loan Repayments
The municipality currently has two loans to service for the Tsakane Substations with ABSA Bank and the Indaka Office Building with the Development Bank of South Africa (DBSA) respectively. The budgeted figure of R430 thousand is provided.

Impairment of Assets
This relates to asset impairment in terms of GRAP 17. The estimated budgeted figure of R 2.4 million has been provided.

Contributions - R 64.7 million which includes the following:

Bad Debt Reserve	R 58.9 million
Rates Reduction: Pensioners/ Disabled/ Medically	
Boarded Persons and Child Headed Households	R 3.1 million

A twenty five percent (25%) rates reduction for pensioners will be granted to any pensioner aged sixty (60) years and older on application if the pensioner's gross household income is R20 000 and less. This reduction must be applied for in the 2019/2020 financial year.

A medically boarded person with a gross household income of R20 000 and less will receive a discount of twenty five percent (25%) on their rates assessment. This reduction must be applied for in the 2019/2020 financial year.

Disabled persons with a gross household income of R20 000 and less will receive a discount of twenty percent (25%) on their rates assessment. This reduction must be applied for in the 2019/2020 financial year.

Child headed households will receive a discount of one hundred percent (100%) on their rates assessment. This reduction must be applied for in the 2019/2020 financial year.

A discount of 10% will be granted to all owners of property (except for State) who will pay their rates in advance in full by 31 August 2019.

R100 000 impermissible rebate on the market value will be applicable to all residential properties.

CAPITAL BUDGET: 2019/2020

The Capital Budget of R89.1 million will be funded as follows:

- R 71.1 million from grant funding
- R 18 million from revenue (Council) funding.

The capital programme has been separated into eight clusters.

Identified Priority Projects:

● Streetlight in Ward 13 (MIG)	R 2.0 m
● High Mast Lights in Ward 11 (MIG)	R 2.0 m
● Tarred Road in Ward 1 & 2 (MIG)	R15.0 m
● Mini Facility Ward 24 (MIG)	R 2.0 m
● Gravel Road in Ward 16 and 18 (MIG/Council)	R 5.0 m
● High Mast Lights in Ward 17 (MIG)	R 2.0 m
● Indoor High Performance Fitness Centre (Sport Infra Grant)	R 8.2 m
● Tarred Road in Ward 9 (MIG)	R 8.0 m

• Maliba Access Road – MIG	R 3.5 m
• KwaNgubevu Road (MIG)	R 3.5 m
• Oqungweni Road (MIG)	R 3.5 m
• Uitval Community Hall (MIG)	R 5.0 m
• Ekuvukeni Tar Road (MIG)	R 8.0 m
• High Mast Lights in Ward 34 (MIG)	R 3.7 m
• Electrification of Households – Wards 6,7,11,20,25,27 & 29 250 Connections (INEP)	R 3.5 m
• Electrification of Households – Wards 16,18 & 19 225 Connections (INEP)	R 3.2 m
• Electrification of Households – Wards 14 & 23 300 Connections (INEP)	R 4.3 m
• Renovations to Vaalkop Community Hall (Council)	R 2.0 m
• Furniture and Equipment (Grant/Council)	R 2.2 m
• Refurbishments (Council)	R 3.5 m
• Replacement of Municipal Fleet (Council)	R 5.0 m
• Two way radio communication repeater (Council)	R 2.0 m
• Refuse Containers Indaka (Council)	R 0.5 m
• Municipal Fleet Insourcing of Machinery (Council)	R 2.5 m
	R 100.1 m
Less INEP Grant	(R 11.0 m)
TOTAL	**R89.1 m**

The operating revenue has increased by 1.08% in the 2019/20 budget year compared to the 2018/2019 adjustments budget. This is mainly attributed to the increase in property rates income of 6%, and refuse tariffs by 6%. However, there was a higher increase in electricity income of 13.07% for domestic consumers and 15.63% for bulk consumers.

The outer years for 2020/2021 and for 2021/2022 have increased by 5.4% and 5.4% respectively year on year. The overall increase of 5.4% for 2020/2021 and 2021/2022 respectively, is as a result of an increase of 5.2% on income as per the National Treasury guideline which forecasts inflation for the outer years. There has also been increases in operational grant income and equitable share which have been accounted for in terms of the outer years as published in the DORA.

Total budgeted operating expenditure has increased by 1% in the 2019/2020 budget year, compared to the 2018/2019 adjustments budget. The increase is a result of an overall increase of 5.4% in line with inflation in terms of operational expenditure. In addition a 6.5% increase has been budgeted for existing staff . A reclassification of salary provisions under salaries which were previously reflected under contributions, also contributed to the increase in salaries. The increases in expenditure was offset by reductions in expenditure such as security, consultants, events and depreciation.

For the 2020/2021 financial year and 2021/2022 financial year, operational expenditure is projected to increase by 5.4% and by 5.4% respectively. The increases are based on the inflationary forecasts for these years as per the National Treasury Guideline.

Budgeted capital expenditure for 2019/2020 has decreased by 19% compared to the 2018/2019 adjustments budget. This is mainly due to a significant decrease in the allocation of Council funding based on the projected reserves level of the municipality.

It should be noted that the increases in equitable share as per the gazetted Division of Revenue Allocations have increased slightly over the medium-term revenue and expenditure framework. For the 2019/2020 financial year the equitable share allocation increased by only R26 million compared to the 2018/2019 Adjustments Budget. The equitable share is then projected to increase by R16m and R 17.6m respectively in the 2020/21 and 2021/2022 financial years.

6.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL GOALS

The Alfred Duma Local Municipality was established in 2016 and all related financial policies were reviewed and amended in line with the National, Provincial and Local directives.

Our municipality is committed to the priorities as outlined by National Government for planned structural reform. These priorities include the 'back to basics' programme which focusses on the improvement of service delivery, accountability and financial management as its objectives. We are also committed to the implementation the Standard Chart of Accounts (SCOA) for local government by 1 July 2017 and are keeping track of developments in this respect to ensure we will be ready for implementation by the prescribed deadline. The annual budget for the 2017/2018 financial year is prepared on the MSCOA format and the budget data strings were successfully submitted to National Treasury once Council approved the budget. The municipality is in progress of implementing the next phase of MSCOA which is in respect of the functionality of the systems which need to be MSCOA compliant, as well as the alignment of the opening balances.

- The financial plan should be analysed as per requirements of F1- F5 in the IDP assessment criteria template. The financial ratios and comparative of three year budget can be noted on the analysis.
- Improvements and regressions on the financial position and performance should be presented on the analysis.
- Key findings of the Chapter and SWOT Analysis
- How does the financial chapter speak to national and provincial goals. Just a paragraph

Supply Chain Management

MFMA section 110-119: SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidelines to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

Alfred Duma Local Municipality adopted its Supply Chain Management Policy and it is reviewed annually and when the need arises. The last review was done during the 2017/2018 budget.

The accounting officer has appointed members to the following bid committee structures: Bid Specification Committee, Bid Evaluation Committee, Bid Adjudication Committee, Asset disposal

committee and Bid Appeals Committee. A procurement plan is developed once the annual budget is approved by Council.

Challenges at Supply Chain Management Unit

The following challenges were identified:

Budget constraints: leads to projects to be awarded at the reduced scope.

Delays in awarding the bids

Strict pre-qualification that was developed to prevent service providers who will fail on site.

Objections by service providers delaying the appointments.

Remedial Action

Advice obtained from CIDB for the functionality

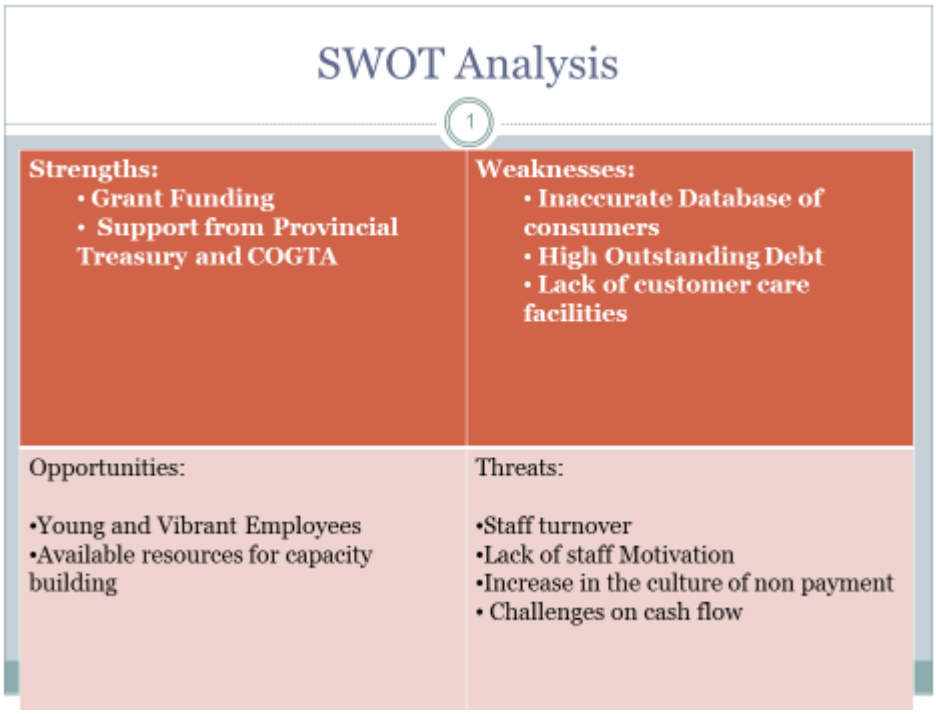
New bid committees were appointed.

Full reasons for bidders being unsuccessful are disclosed in the regret letters.

Standing days for the committee have been considered.

Challenges experienced by the Department of Budget and Treasury:

1. High debtors book due to challenges experienced with debt recovery including time consuming legal processes, inability to trace debtors, inability to disconnect electricity to recover debt in areas of non-supply by the municipality
2. Strained cash flow
3. Declining equitable share allocation
4. Data cleansing challenges
5. High levels of unemployment
6. Indigency profiling is eminent
7. Electricity losses are posing serious threat to our income
8. Turn around time not good for service delivery
9. Poor specifications
10. Appeals delay award process
11. Insufficient financial resources to address post-merger implementation issues.


SWOT Analysis
1
Strengths:
• Grant Funding
• Support from Provincial Treasury and COGTA
Weaknesses:
• Inaccurate Database of consumers
• High Outstanding Debt
• Lack of customer care facilities
Opportunities:
•Young and Vibrant Employees
•Available resources for capacity building
Threats:
•Staff turnover
•Lack of staff Motivation
•Increase in the culture of non payment
• Challenges on cash flow

CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM

7.1 Introduction

Performance management is a process of forming a common understanding about what is to be accomplished and how it is going to be accomplished, and an approach to managing people which increases the probability of achieving success (Weiss and Hurtle, 1997) within the organisation. Therefor the purpose of this Chapter is to reflect the status quo of Performance Management Systems at the Alfred Duma Local Municipality through critical analyses of the monitoring and evaluation tools put in place to ensure the productivity of the organization.

7.2 Background

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19(1) states: “A municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution” and Section 19(2) of the same Act stipulates: “A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1)”. The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system.

Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

The White Paper on Local Government, March 1998, refers: “Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on the development in their area.

It is thus an integrated system that is best described in Chapter 6 of the MSA, which specifically emphasises that the municipality must implement a performance management system that is in line with the priorities, objectives, indicators and targets contained in the IDP. “What you measure you become” is appropriate because it is only in the course of performance management that a municipality will know whether it achieves its priorities through an integrated planning and implementation process.

7.3 CHAPTER 6 OF THE MSA REQUIRES LOCAL GOVERNMENT TO:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

Furthermore, the MFMA obligates a Service Delivery and Budget Implementation Plan (SDBIP) to be based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture.

In other words, good corporate citizenship is all about how the municipalities set their priorities through the performance management system as per the IDP, conduct their business as per the SDBIP and relate to the community they serve through community input and public participation. The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed municipal development priorities.

- Once a municipality starts to implement its IDP it is important to monitor that:
- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged

The Alfred Duma Local Municipality's IDP process and the performance management process appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of our IDP process.

Although the IDP is a five-year plan, it has to be renewed annually as prescribed in Section 34 of the MSA. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the executive mayor to manage the IDP process and to assign responsibilities to the municipal manager. As head of the administration, the municipal manager in turn is responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal section 54/56 managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

7.4 PERFORMANCE MANAGEMENT MODEL

A good performance management model will align the processes of performance management to the IDP processes of the organisation. It will ensure that the IDP is translated into SDBIP and performance plans that will be monitored and reviewed. The Best Practice Guide also describes three alternative models to be used as a measurement tool in a PMS environment.

These are:

- The Spread sheet, which is recommended for under-resourced, mainly rural municipalities.
- The Municipal Scorecard, which is recommended for semi-resourced, semi-rural/ urban municipalities.
- The Balanced Scorecard, which is recommended for well-resourced, mainly urban municipalities.

The above are in view of the municipal area's demographic profile, the level of its resources and the practicalities associated with measurement. The Ideal model incorporates the elements of both the Municipal Scorecard and the Balanced Scorecard. The PMS system will therefore include the following measurement tools The Organisational Scorecard, and Departmental Scorecards in the form of Service Delivery Budget Implementation Plan (SDBIP).

7.5 ALFRED DUMA LOCAL MUNICIPALITY SDBIP.

The Alfred Duma Local Municipality's SDBIP reflects the six national key performance areas as indicated in the IDP framework which monitors the performance of the set goals and objectives in the IDP and assures alignment in these 3 documents which are the SDBIP, IDP and the Budget for complete transparency to the community. The process of alignment is done quarterly with the populating of the SDBIP by the seven departments within the Municipality as legislated. The Organisational Scorecard provides an overall picture of the performance of the Municipality as a whole, reflecting performance on its strategic priorities is still being developed. The following concepts were are used in the SDBIP:

- **KEY PERFORMANCE AREAS**, which reflects national and municipal priorities as identified in the IDP and related policies.
- **STRATEGIC OBJECTIVES**, which are statements about what it, is that needs to be achieved in priority areas.
- **MEASURABLE OBJECTIVES,** which states how the strategic objective needs to be achieved
- **KEY PERFORMANCE INDICATORS**, which are measurements on the progress made towards achieving measurable objectives.
- **PERFORMANCE TARGETS**, which set the value of the indicator that, is to be achieved by a specific time.
- **PORTFOLIO OF EVIDENCE,** where the data for measurement will be obtained from.

In terms of the Regulations, the Organisational Scorecard/SDBIP is to be reviewed annually in order to serve its purpose of measuring the productivity therefor the Key Performance Indicators and Performance Targets need to be set in relation to baseline information, which will be retrieved from a variety of surveys,

including the 2011 Census figures and Management information. The targets that are used as the baseline are set by council on the Organisational Scorecard/SDBIP. As recommended by the Best Practice Guide, the process of setting targets should conform to the so called “SMART” principle which the Municipality will adhere too, in the sense that targets should be:

- Specific;
- Measurable;
- Attainable;
- Realistic;
- Time-bound

ALFRED DUMA LOCAL MUNICIPALITY: 2019/2020 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

2019/2020 FINANCIAL YEAR

KPI/IDP No.	National Key Performance Area	Objectives	Strategy	Key Performance Indicator	Data/Indicator Definition	KPI Measure	Annual Target 2019/2020	Annual Budget	Targets for 2019/2020 SDBIP per quarter				Portfolio of Evidence	Responsible Department	Reason for Variance	Corrective Measures	Ward
									Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target					
2019/20/01	**Municipal Transformation and Institutional Development**	**To ensure that the Municipality has well skilled, competent, reliable and motivated employees and**	**Implementation of effective Human Resources and Development through Work Skills Plan (WSP) (and SALGA) trainings**	Conduction of training and capacity building programmes for officials and councillors by 30 June 2020	Refers to the training programmes that will be conducted for municipal officials and municipal councillors	Number	Conduction of 8 trainings and Capacity building programmes for officials and councillors by 30 June 2020	R 1 350 000.00	2 Trainings and Capacity building programmes to be facilitated and conducted by 30 September 2019	2 Trainings and Capacity building programmes to be facilitated and conducted by 31 December 2019	2 Trainings and Capacity building programmes to be facilitated and conducted by 31 March 2020	2 Trainings and Capacity building programmes to be facilitated and conducted by 30 June 2020	Training Programmes and attendance registers	Corporate Service	N/A	N/A	N/A

2019/20/02		**Councillors**		Percentage of budget spent on implementing training and capacity building programmes Workplace Skills Plan by 30 June 2020	This indicator refers to the percentage of municipal budget allocated for training of municipal staff and councillors	Percentage	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2020		25% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 September 2019	50% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 December 2019	75% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 March 2020	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2019	Training Programmes and attendance registers, Invoice of Service Providers and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A
2019/20/03			**Improvement of institutional and organisational capacity**	Number of people from employment equity target groups employed in the three highest levels of	This refers to number of people employed from the designated groups as per the adopted	Number	9 employees from employment equity target groups employed in the 3 highest levels of Manag	Salaries Budget	9 employees from employment equity target groups employed from section 54, 56 and Task	9 employees from employment equity target groups employed from section 54, 56 and Task	9 employees from employment equity target groups employed from section 54, 56 and Task	9 employees from employment equity target groups employed from section 54, 56 and Task	Appointment Letters and monthly salary run	Corporate Service	N/A	N/A	N/A

				management in compliance with the approved employment equity plan throughout the financial year 2019/2020	employment equity plan		ement (Section 54, 56 and Task grade 18) in compliance with the approved employment equity plan throughout the 2019/2020 financial year		grade 18 by 30 September 2019	grade 18 by 31 December 2019	grade 18 by 31 March 2020	grade 18 by 30 June 2020					
2019/20/04				Number of graduates appointed for youth mass skilling programme by 30 June 2020	The indicator refers to the 40 graduates that will be appointed for youth mass skilling programme in	Number	40 graduates appointed for youth mass skilling programme by 30 June 2020	R 1 200 000.00	N/A	N/A	N/A	40 graduates appointed for youth mass skilling programme by 30 June 2020	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	All

					the period of 12 months												
2019/20/05				Number of Interns employed in the Finance Department throughout the financial year 2019/2020	The indicator refers 5 interns that will be employed in the Finance Department throughout the 2019/2020 financial year	Number	5 Interns employed in the Finance department throughout the financial year 2019/2020	R 800 000.00	5 interns employed in the Finance department by 30 September 2019	5 interns employed in the Finance department by 31 December 2019	5 interns employed in the Finance department by 31 March 2020	5 interns employed in the Finance department by 30 June 2020	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A
2019/20/06		**To reduce road accidents and fatality through Law Enforcement educati**	**Conduction of road blocks (Enforcement of traffic legislation)**	Enforce traffic legislation by conducting 12 roads blocks by 30 June 2020	It refers to the number of road blocks that will be conducted throughout the	Number	12 road blocks to be conducted by 30 June 2020	N/A	3 road blocks to be conducted by 30 September 2019	3 road blocks to be conducted by 31 December 2019	3 road blocks to be conducted by 31 March 2020	3 road blocks to be conducted by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

		on and engine ering			whole financia l year to enforce trafic legistlat ion												
2019/ 20/07			**Promotio n of complian ce with Road Traffic Act**	Process ing of all vehicles ' applicat ions receive d by 30 June 2020	This indicato r is of complia nce with Road Traffic Act and all vehicle' s applicat ions that are receive d must be process ed by 30 June 2020	Perce ntage	100% proces sing of all vehicle s' applicat ions receive d by 30 June 2020	N/A	100% proces sing of all vehicle s' applica tions receive d by 30 Septe mber 2019	100% proces sing of all vehicle s' applica tions receive d by 31 Decem ber 2019	100% proces sing of all vehicle s' applica tions receive d by 31 March 2020	100% proces sing of all vehicle s' applica tions receive d by 30 June 2020	Report s to portfoli o Commi ttee	Public Safety and Emerge ncy Service s	N/A	N/A	N/ A

2019/20/08			**Conduction of tests and issuing of Learner's Licences and Driving Licences**	Issuing of leaners' licences and Driving Licences to all successful applicants tested by 30 June 2020	The indicator refers to issuing of learners and drivers licences to all applicants that are successful when testing.	Percentage	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2020	N/A	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 September 2019	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 December 2019	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 March 2020	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A
2019/20/09			**Fire Safety Awareness Lectures conducted at Schools**	Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by	This indicator refer to the number of Road Safety Awareness Lectures conducted at Schools in the municipal	Number	20 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdic	N/A	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

				30 June 2020	jurisdiction		tion by 30 June 2020		by 30 September 2019	by 31 December 2019	by 31 March 2020	by 30 June 2020					
2019/20/10			**To conduct Fire Prevention Inspections in order to ensure Safety**	To conduct Fire Prevention Inspections at businesses within the Municipal Jurisdiction in order to ensure Safety by 30 June 2020	This indicator refers to the number of Fire Prevention Inspections conducted at businesses within the Municipal Jurisdiction in order to ensure Safety	Number	40 Fire Prevention Inspections to be conducted at businesses within the Municipal Jurisdiction in order to ensure Safety by 30 June 2020	N/A	10 Fire Prevention Inspections to be conducted at buisiness premises within the Alfred Duma Local Municipal Jurisdiction by 30 September 2019	10 Road Fire Prevention Inspections to be conducted at buisiness premises within the Alfred Duma Local Municipal Jurisdiction by 31 December 2019	10 Road Fire Prevention Inspections to be conducted at buisiness premises within the Alfred Duma Local Municipal Jurisdiction by 31 March 2020	10 Road Fire Prevention Inspections to be conducted at buisiness premises within the Alfred Duma Local Municipal Jurisdiction by 30 June 2020	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

2019/20/11		**To improve Municipal Performance through effective planning, monitoring and evaluation**	**Develop and align Organisational Performance Management Systems (OPMS) to IDP**	Compilation and approval by Council of a credible IDP by 30 June 2020	The indicator refers to the approval of the Integrated Development Plan for the next financial year	Date	Council approved, aligned IDP by 30 June 2020	N/A	Tabling and approval of IDP Process Plan by 30 September 2019	Develop Municipal Vision, Mission, KPIs and strategic objectives by 31 December 2019	Tabling of Draft 2019/2020 IDP by 31 March 2020	Council approved 2019/2020 IDP by 30 June 2020	Council Resolutions and a credible IDP	Municipal Manager's Office-IDP Section	N/A	N/A	N/A

7.6 TABLE SHOWING ROLES AND RESPONSIBILITIES IN PERFORMANCE MANAGEMENT ROLES AND RESPONSIBILITIES IN ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS

RESPONSIBLE BODY	**ROLES**
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the MSA.
Councillors	• Encouraging the community to involve themselves in the development. , implementation and review of the municipality's performance management system and in the setting of appropriate key performance indicators and performance for target the municipality. • Providing input into the development and implementation of the PMS and annual performance report.
Executive Committee, Executive	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development and implementation process.

Mayor and Portfolio Committees		
Municipal Manager	Overall management responsibility to ensure that all the role-players are involved and that process is proceeding as planned.	
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfil the role of the “Performance Champion” in the municipality.	

IDP/PMS Technical Committee /Task Team	• Development and implementation of PMS. • Summarising and processing the consultative process.
Municipal Officials (Heads of Departments and Senior Officials)	• Providing technical and sector expertise and information relating to performance measures and targets. • Implement and manage the PMS in departments.
Internal Auditor	Auditing performance measures.

7. MEASUREMENT AND

Measurement and analysis is the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and s will therefore need to be conducted. The following annual surveys will be used to analyse:

- A customer satisfaction survey (involving households and businesses in 238and an employee satisfaction survey (conducted internally).
- A basic soeconomic survey to measure access to services and other indicators. Coordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager's office.

7.8 POLICY

The Emnambithi /Ladysmith Municipality and Indaka Municipality jointly developed the PMS Framework which resulted into a draft policy to be implemented in the Alfred Duma Local Municipality. SDBIP is further furnished with the Performance Management policies which outline the procedures

The PCMC adopted a Performance Management Framework that will regulate that are to be followed for maximum compliance and the performance management system in the municipality. The framework credibility. provides guidelines on the development and implementation of the organisational performance management system.

7. PLANNING FOR PERFORMANCE MANAGEMENT

In planning for performance management and in the process of reviewing its policy Alfred Duma Municipality has aimed to ensure that the system complies with requirements set out in legislation with specific reference to the MSA 2001 Regulations.

7.10 THE ALFRED DUMA LOCAL MUNICIPALITY, AMONGST OTHERS AIMS TO:

- Show how it is going to operate and manage the system from the **monitoring** up to the stages **of performance reporting evaluation and review**;
- Indicate how the various stakeholders and role-players including the community will be included in the implementation and functioning of the system;

- Clarify how it will implement the system within the framework of the IDP process, including any procedures to be followed;
- Address the matter of how often reporting will take place and to whom; and
- Link the organisational performance management system to the employee performance management system.

The Alfred Duma Local Municipality aims to ensure that there is better alignment between the IDP and the performance management processes and systems. Through the IDP, Alfred Duma Municipality plans for performance management, and through performance management. The Municipality plans to manage, monitor and evaluates the achievement of the IDP.

7.10.1 PRIORITY SETTING

The IDP process, through consultation with the community and other key stakeholders, helps to define:

- What the delivery priorities and objectives are. The objectives clearly identify the developmental priorities of the Municipality. The institution expanded on the roll-out plan in the SDBIP to ensure that it is tangible and measurable;
- What transformational initiatives will be undertaken by the institution;
- Which strategic projects will be implemented to achieve the delivery priorities and objectives;
- What financial resources will be used to realise the priorities;
- How the Municipality will measure the achievement of the objectives through clear indicators. The National Key Performance Indicators are prescribed in Section 43 of the MSA and must therefore be included in Municipality's IDP.

They include:

- The percentage of households with access to weekly refuse removal, and electricity
- The percentage of households with access to free basic services
- The percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of its IDP. The number of jobs created

through the municipality's local economic development initiatives including capital projects.

- The percentage of the municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability which looks at debt coverage, outstanding debtors to service revenue.

7.10.2 SETTING TARGETS

The Municipality will continuously aim to ensure that its targets comply with the Performance Management Regulations (Chapter 3, Regulation 12, 2001).

Therefore, the targets set in the IDP have to:

- Be realistic;
- Measure how effective and efficient the Alfred Duma Local Municipality is, as well as what the impact it is making;
- Clearly indicate who will deliver set target;
- Have corresponding resources;
- Include the budget;
- Relate to the priorities and objectives for development as in the IDP; and
- Update targets against achievement, community priorities, available resources and the national strategic as well as global agenda.

7.10.3 PERFORMANCE MONITORING

Monitoring will be an on-going observation and recording of activities taking place in a project or a programme, or of a key performance indicator. It is a process of routinely gathering information on all aspects of the strategic objective, key performance area, programme or project. Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project.

Once a municipality has developed outcomes, outputs, targets and performance indicators in the IDP, SDBIP and Individual Performance Plans, it must set up mechanisms and systems to monitor the extent to which objectives, projects and processes are realised.

Chapter 13 of Performance Management Regulations, 2001, reads:

(1) A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it

(2) The mechanisms, systems and processes for monitoring in terms of sub regulation must:

(a) provide for reporting to the municipal council at least twice a year.

(a) be designed in a manner that enables the municipality to detect early indications of underperformance, and

(b) provide for corrective measures where under-performance has been identified.

The performance monitoring is an on-going process that runs parallel to the implementation of the agreed IDP. The Alfred Duma Local Municipality will develop a monitoring framework that identifies the responsibilities of the different role-players in monitoring and measuring its performance and allocate specific tasks in respect of the gathering of data and submission of reports.

7.10.4 Conducting Performance Reviews

The Municipality will review its performance management system annually in order to identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it, as well as the general key performance indicators prescribed by the Municipal Systems Act 32 OF 2000, Section 43.

Through the review process it is established whether objectives, key performance indicators, targets and projects have been achieved or where changes should be made where the municipality did not achieve on its objectives, key performance indicators, targets and projects and thereby ensures that it delivers on its service delivery and complies with legislation. The review process starts with the review of the IDP where strategies, objectives, outcomes, outputs, targets and performance indicators are reviewed. Flowing from the review of

the IDP, the SDBIP and Individual Performance Plans are reviewed to ensure that the IDP is implemented on operational level and is monitored, assessed, reported, evaluated and reviewed on quarterly basis.

The review will take place simultaneously with the IDP review and adjustment budget phases.

7.10.5 Reporting on Performance

Reporting requires that the municipality takes the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The Service Delivery and Budget Implementation Plan (SDBIP) is the basis for the municipality's reporting.
Generally four reports are submitted per annum to Council.

7.11 Organisational and individual Performance Management System (OPMS)

7.11.1 Organisational Performance Management System

The KZN 238 municipality will operate through four documents to assess the performance of the organisation which are:

- Quarterly IDP ,SDBIP reporting
- Mid-year budget &DPLG report
- Annual Performance report
- Oversight report

7.11.2 Quarterly IDP and SDBIP reporting

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

The SDBIP information on revenue is monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).

7.11.3 Mid-year budget and DPLG report

Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider midyear performance and what adjustments should be made, if necessary.

7.11.4 Annual Performance report

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:

- The performance of the municipality and of each external service provided

- during that financial year;
- A comparison of the performances referred to in the above paragraph with
- targets set for and performances in the previous financial year; and
- Measures to be taken to improve on the performance

The annual performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments. Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:

- the annual financial statements of the municipality or municipal entity as
- submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements);
- the Auditor-General's audit report on the financial statements; an assessment by the accounting officer of any arrears on municipal taxes and service charges;
- particulars of any corrective action taken or to be taken in response to issues
- raised in the audit reports;
- any explanations that may be necessary to clarify issues in connection with
- the financial statements;
- any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality;
- any recommendations of the municipality's performance audit/audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent
- municipality;
- an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; an assessment by the accounting officer of the

municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality;

- The annual performance report prepared by a municipality; and any other information as may be prescribed.

Section 127 prescribes the submission and tabling of annual reports. In terms of this section:

- The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the municipal manager of its parent municipality.

- The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.

- If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:

(a) submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and

(b) submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

7.11.5 Oversight report

The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of

the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:

(a) has approved the annual report with or without reservations;
(b) has rejected the annual report; or
(c) has referred the annual report back for revision of those components that
(d) can be revised.

In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:

The annual report (or any components thereof) of each municipality and each municipal entity in the province; and all oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

The oversight report will be the key in reviewing and analysing the annual reports.

7.12 Individual Performance Management System

The best type of performance management system adopts a cascading or "rolling-down" of performance objectives from top to bottom. The Department of Provincial and Local Government (DPLG) Performance Management Guidelines for Municipalities (2001) (par.5.9) states: "The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both at the same time. The relationship between organisational performance and employee performance starts from the review of the IDP that also correlates with the review of individuals on how well they have performed during the course of the different performance management phases."

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006) sets out the parameters on how the performance of Municipal

Managers and their managers directly accountable to them (Section 57 Employees) will be directed, monitored and improved. Firstly, an employment contract has to be concluded between the Council and the S57 Managers on appointment and secondly, a separate Performance Agreement and Plan also has to be concluded annually.

The purpose of the Municipality's performance management policy is for Top Management to regulate the effective implementation of the performance management requirements for Top Management. The Policy will be applicable to all managers on task grade 11to 18 and above (Section 54/56). The Policy and Procedure for Top Management integrates various legislative.

The Policy and Procedure for Top Management revoked the following policies:

- Performance Management Policy Framework
- Performance Reward Scheme for Fixed-term Contract Employees
- Policy on Management of Poor Work Performance
- Policy on Non-financial Rewards for Permanent Employees
- Remuneration Policy

In order to ensure that the Municipality meets and deliver on its Scorecards KPA's and KPI's at a high standard, it will appropriate to introduce a performance management system for the individual employees within the municipality that relates to the organizational performance management system.

The employee performance management process within the Municipality will involve four key phases:

The first phase represents the performance agreement between the employee and the employer whilst the next two phases represent the actual performance throughout the year.

7.13 Performance Cycle

7.13.1 Phase 1: Performance Planning (What is expected of the employee this year?)

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations.

This also entails the identification of KPA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

7.13.1.1 Setting of KPAs

The identified KPA's must be informed by the KPA's and indicators on the next higher level.

In a service rendering environment, e.g. local government, KPA's, which reflect the addressed needs of the community, should be identified first and are also captured first in the score card.

Some generic KPA's and their concomitant indicators have been established. It is expected of managers to include these KPA's (and their indicators) in the individual score cards. The employee performance management system yields a set of indicators, projects, processes and targets that are directly linked to the IDP, SDBIP and lower SDBIP. These become an undertaking of the employees to the institution that once again becomes the accountability mechanism to the community.

The Organisational Scorecard once completed will be incorporated into the municipal manager's performance agreement and performance plan, as he is responsible for the implementation of the strategic intent of the organisation. The municipal manager takes relevant indicators, projects and processes to departments concerned through the organisational and departmental scorecards. These indicators would then become the indicators and targets of the Section 54/65 managers, to be incorporated in their performance agreements and performance plans. The Section 54/56 manager may cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level.

7.13.1.2 Setting of appropriate key performance indicators (KPI's)

During the performance management process key performance indicators
(KPI's) must be identified for each of the City Key Performance Areas (CKPA's).

They are units of measurement in terms of e.g. a percentage, a number, an index or any other recognisable unit. Indicators are used to indicate whether progress is being made in achieving the KPA's. Indicators should be measurable, simple, precise, relevant, adequate and objective.

The choice of an indicator must be guided by the availability of data for its measurement and the capacity to collect it. These indicators must be translated to the Performance Plans of top management. The performance agreement provides for the method upon which the performance of the employee must be assessed.

The Performance Plan consists of two components and the employee must be assessed against both components. These components are the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's). KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment. The national KPA's which need to be measured and to which the Alfred Duma Local Municipality's objectives and KPA's subsequently need to be aligned. It is however important to note that 80% of the performance covered in the Section 57 contract (performance plan) must relate to the SDBIP of a municipality.

7.13.1.2.1 Setting of measurable performance targets

Performance targets are the planned level of performance or the milestones an organisation sets for itself for each identified indicator – it is the desired level of service delivery for the current financial year or specified period. Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. Baseline information defines the status quo. It is important to know how the organisation is performing at the current moment in order to determine, after a period of time, if any positive progress was made. This step also tests whether the chosen indicator is in fact measurable and whether there are any

problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity. The setting of targets entails a two-way communication:

- Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.
- Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

Planning for performance is directly related to resources; therefore, performance targets can only be set once the available resources, especially the approved budgets, have been identified.

Planning for best performance is therefore directly related to the budget, IDP and SDBIP. However, constraints, risks and standards must also be taken into consideration and must be well documented in advance. The targets identified in the IDP and SDBIP must be translated to the Performance Plans of Top Management.

The documented information must be taken into consideration during the reviewing phase of the performance management cycle.

7.13.1.2.1 Weightings and their allocations

The Municipality will adopt a weighting approach to show the relative importance of one input and/or output KPI against another input or output KPI also the different KPA's in relation to that position

Every input and/or output KPI in the performance agreement (Plan) must be assigned a weighting. The total of the weightings on the performance agreement and scorecard must add up to 100 points for respectively the output and input KPI's. The different KPA's also need to add up to a 100 points

An important KPI may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The same applies between the different KPA's

The purpose of the weightings is to show employees what the key focus areas are in their work.

7.13.2 Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies.

This is done with a view to timeously detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.

During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance as well as other standards that have been set in advance.

During this phase it is also important to document any evidence proving performance.

Although actual measurements are done each quarter, formal coaching only has to be done half yearly provided the documented performance in the first and third quarter is satisfactory.

7.13.3 Phase 3 – Reviewing

This phase involves jointly reviewing actual performance against expectations at the end of the performance cycle to review and document planned vs. actual performance.
The following guidelines are applicable for conducting a performance review:

- Manager/supervisor to prepare ratings of employee's performance against key performance indicators. The rating is done by considering actual cumulative organizational achievement as well, the evidence which was documented during the coaching cycle, as well as any other relevant input136. For an exposition of the five points scale and set criteria see the glossary of terms

- Manager/supervisor to ask employee to prepare for formal appraisal by rating him/herself against the agreed key performance indicator.
- Manager/supervisor and employee to meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting may then be necessary. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given.

- After the ratings have been agreed upon the scores are calculated.

- The manager/supervisor should make his/her own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration

- Only those KPI's relevant for the review period in question should be rated according to a five point scale.

- Only after the year-end review, do the manager/supervisor and employee prepare and agree on an individual learning plan.

- The setting of new key performance areas which will link up to the Alfred Duma Local Municipality KPA's and the identification of the concomitant indicators for the next financial year need to be concluded by the end of June of the current year. However the identification of KPA's forthcoming from the learning plans and the setting of targets, weights and dates can only be done after the yearend review has been concluded.

The total score is determined once all the output and input KPI's have been rated and scored.

Should an employee not be achieving the KPA's in his/her performance agreement the manager/supervisor should assist the employee by managing his/her performance more closely.

7.13.4 Phase 4: Rewarding

This phase establishes the link between performance and reward.

It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

Permanent employees will initially be awarded non-financial rewards for good performance.
Ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

The guiding principles regarding non-financial rewards are discussed in detail in the Collective Agreement on Non-Financial Rewards.

To ensure the above the following policies are under review:

- Performance management policy and procedure
- Policy for the management of poor work performance
- Performance reward scheme
- Non-financial rewards for permanent employees;
- Remuneration policy

The Municipality will abide by the above guidelines on the implementation of OPMS. The individual performance evaluations will be conducted according to the task grades of the employees within each department twice yearly. The first performance evaluations are conducted during mid-year accounting for what has transpired in the first half, also acknowledges the probability of achievement of the set out targets on the Performance monitoring tool and the objectives in the IDP. Adjustments to be made accordingly after the evaluation process to ensure that individuals are capacitated to the degree desired to achieve the set out targets for the organization to prosper and serve the community.

7.14 Objectives and Principles of OPMS

7.14.1 Objectives of OPMS

Municipalities require a Performance Management Systems that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's Integrated Development Planning. It should therefore fulfil the following functions:

Facilitate increased accountability; the performance management system should provide mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

Facilitate learning and improvement; the OPMS should facilitate learning in order to enable the Municipality to improve delivery

Provide early warning signals; the performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources

Facilitate decision-making; it is important that the system ensures decision makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

Support municipal oversight, the performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.

7.14.2 Principles of OPMS

The principles below are the guidelines for the Alfred Duma Local Municipality for the performance management system:

- **Simplicity;** so as to enable implementation given any current capacity limitations,
- **administratively managed;** in terms of its day-to-day implementation,
- **implementable;** within any current resource constraints,
- **transparency and accountability;** both in terms of developing and implementing the system,
- **efficient and sustainable** in terms of the on-going implementation and use of the system,
- **public participation** in terms of affording citizens the constitutional right to participate in the process of
- **objectivity** based on credible information and lastly,
- **Reliability** of the information provided on the progress in achieving the objectives as set out in the IDP.

Effective management of the organization and individual performance is a crucial and a central requirement to ensure that the organisational strategy and IDP goals are attained. This requires accurate SDBIP data regarding performance levels on all National Key Performance indicators within each department; individual evaluations need objectivity, and therefore the need for a standardised and formal performance management system. With the implementation of the OPMS a concrete foundation is established and with each new approach an attempt to make it better, more effective and more acceptable and a mirror reflection to the community it's meant to serve.

7.15 Challenges

7.15.1 Policy Framework

The Municipality acknowledges that there is a link between organisational performance management and individual performance management.

The following is still being improved in planning processes:

- To determine and review the strategic initiatives and targets during the Lekgotla process
- The integration of developmental targets with core business and departmental budget
- Understanding and managing the setting of priorities for the various financial years in the MTEF and their KPI's in the context of the 5-year term of the IDP, i.e. managing the context of inputs and the underlying assumptions of the inputs will achieve through processes on the output level.
- Aligning input and output departmental indicators to outcome indicators in the IDP
- Integrated alignment between IDP, SDBIP, LSDBIP, budget and individual performance management system
- To verify and validate numerous departmental indicators and to classify in terms of different type and category
- To start to develop business intelligence out of the data

There is a need to report achievement against a "fixed" target as opposed to the Municipality's administrative reality of moving targets – this is best explained against an indicator such as % of households with access to basic or higher levels of service (NKPI). The households in a city are not static and are continually increasing – therefore within a restricted resource allocation towards service delivery, it might look as if eradication of Service delivery backlogs are slow – however the backlog might be growing as a result of unplanned for growth due to migration etc. When the number of households is annually increased as per growth figures, it creates tension on the reporting side.

Targets are set in line with the established need in departmental business plans, which are to be included in the IDP. When the budget is finalised, however, the resource requests are not granted due to budgetary constraints – the impact of this is that sometimes the targets are not changed in the IDP.

The municipality has a number of challenges in developing a monitoring framework:

- The current system does not allow for the non-financial planning of initiatives – i.e. for developmental initiatives e.g. improving community skills, or focusing on target groups such as the youth or women.
- There are no municipal level databases of all women, or youth or disabled
- The monitoring has to include ability to report on not only the municipality's priorities but also on National KPI's or provincial indicators. This becomes challenging when the municipality has a priority to support people receiving an income of R1700 or less as indigents whereas the national regulations make provision for R1100 – and reporting on the people that the municipality is supporting is therefore narrower than required.

7.16 Conclusion

Performance management is a process which stretches right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as

well as to all persons related to it. Within the South African Municipal environment this also includes the political figures who are responsible for that organisation. As indicated earlier, the *White Paper on Local Government* (1997) states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation.

As a start there are things that a municipality simply must do. It must:

- Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.

- Promote a culture of performance management among its political structures, political office-bearers, councillors and administration.
- Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

In light of the above, the Municipality is well underway to following the intent and requirements of legislation and will soon conclude a comprehensive approach on how the system can fulfil obligations to the fullest extent intended by law.